Danantara Indonesia

KOMISI INFORMASI PUSAT REPUBLIK INDONESIA

Inovasi Untuk Solusi

2026

Laporan Tanggung Jawab Sosial Perusahaan Tahun 2025 (Audited)



PT Hutama Karya (Persero)

Danantara Indonesia

Inovasi Untuk Solusi

Membangun Jalan, Wujudkan Asta Cita

Building Roads, Realizing Asta Cita



2025 **Laporan Keberlanjutan**
Sustainability Report

Membangun Jalan, Wujudkan Asta Cita

Building Roads, Realizing Asta Cita



2025

Laporan Keberlanjutan
Sustainability Report

Inovasi Untuk Solusi

PT Hutama Karya (Persero) (yang selanjutnya disebut Hutama Karya atau Perseroan) berkomitmen untuk menjalankan peran strategis sebagai penggerak pembangunan infrastruktur nasional, khususnya melalui percepatan pembangunan Jalan Tol Trans Sumatera (JTTS) yang menjadi tulang punggung konektivitas dan pemerataan ekonomi di wilayah Sumatera. Upaya ini dijalankan tidak hanya melalui pembangunan infrastruktur, melainkan sebagai langkah strategis dalam membuka keterhubungan antarwilayah yang sebelumnya terbatas, sehingga menciptakan akses yang lebih luas bagi mobilitas. Melalui konektivitas tersebut, potensi ekonomi daerah dapat berkembang lebih optimal, mendorong tumbuhnya pusat-pusat ekonomi baru, serta mempercepat pemerataan pembangunan.

Sementara itu, wujud dari Asta Cita tercermin dalam kontribusi Perseroan dalam mendukung agenda prioritas pembangunan nasional, termasuk peningkatan daya saing ekonomi, pemerataan pembangunan, dan penguatan konektivitas antarwilayah. Sepanjang tahun 2025, kinerja perusahaan menunjukkan progres yang solid melalui penyelesaian sejumlah ruas tol strategis, peningkatan pendapatan usaha seiring bertambahnya ruas operasional, serta penguatan struktur keuangan melalui dukungan pemerintah dan optimalisasi skema pendanaan.

PT Hutama Karya (Persero) remains committed to carrying out its strategic role as a key driver of national infrastructure development, particularly through the acceleration of the Trans-Sumatra Toll Road (JTTS) development, which serves as the backbone of connectivity and economic equity across the Sumatra region. This initiative is undertaken not merely as infrastructure development, but as a strategic effort to enhance interregional connectivity that was previously limited, thereby creating broader access for mobility. Through such connectivity, regional economic potential can be more optimally developed, fostering the emergence of new economic growth centers and accelerating equitable development.

Furthermore, the realization of Asta Cita is reflected in the Company's contribution to supporting national development priority agendas, including strengthening economic competitiveness, promoting equitable development, and enhancing interregional connectivity. Throughout 2025, the Company's performance demonstrated solid progress, marked by the completion of several strategic toll road sections, increased operating revenues in line with the expansion of operational segments, and strengthened financial structure through government support and the optimization of financing schemes.

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Tentang Laporan

About the Report

[GRI 2-2, 2-3, 2-4]





Laporan Keberlanjutan PT Hutama Karya (Persero) tahun 2025 disusun dengan mengacu pada Peraturan Otoritas Jasa Keuangan (POJK) Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan Bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik, SE OJK No 16/POJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik, serta Pengungkapan Standar Keberlanjutan 1 dan 2 (*International Financial Reporting Standards* (IFRS) S1 dan S2). Selain itu, laporan keberlanjutan ini juga disusun sesuai dengan ("*in accordance to*") *Consolidated Set of GRI Standards*. Laporan ini juga mengacu pada *Sustainability Accounting Standard Board* (SASB) *Standard Engineering & Construction Services, ASEAN Corporate Governance Scorecard* (ACGS).

The Sustainability Report of PT Hutama Karya (Persero) for the year 2025 is prepared in accordance with the Financial Services Authority Regulation (POJK) Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, and the Circular Letter of the Financial Services Authority (SE OJK) Number 16/POJK.04/2021 concerning the Form and Content of Annual Reports of Issuers or Public Companies, as well as Sustainability Disclosure Standards 1 and 2 (International Financial Reporting Standards (IFRS) S1 and S2), and is also prepared in accordance with ("in accordance to") the Consolidated Set of GRI Standards. This report also refers to the Sustainability Accounting Standards Board (SASB) Standard Engineering & Construction Services, ASEAN Corporate Governance Scorecard (ACGS).

Informasi yang disajikan dalam Laporan Keberlanjutan ini hanya dalam lingkup PT Hutama Karya untuk seluruh wilayah operasionalnya. Dengan demikian, lingkup entitas yang disampaikan berbeda dengan entitas yang disampaikan pada Laporan Keuangan Konsolidasian yang melibatkan entitas anak Perseroan. Sedangkan informasi terkait data keuangan, sesuai dengan entitas yang dilaporkan pada Laporan Keuangan Konsolidasian yang telah diaudit oleh Kantor Akuntan Publik. Pendekatan yang digunakan untuk mengintegrasikan data seluruh wilayah operasional yaitu dengan menjumlahkan data dari masing-masing wilayah operasional Perseroan.

The information presented in this Sustainability Report covers only PT Hutama Karya and all of its operational areas. Accordingly, the reporting boundary disclosed in this Sustainability Report differs from that of the Consolidated Financial Statements, which include the Company's subsidiaries. Meanwhile, financial data information is presented in accordance with the reporting entities in the Consolidated Financial Statements, which have been audited by a Public Accounting Firm. The approach used to consolidate data across all operational areas is by aggregating the data from each of the Company's operational areas.

Periode pelaporan pada Laporan Keberlanjutan ini yaitu sejak 1 Januari sampai 31 Desember 2025 sesuai dengan periode laporan keuangan konsolidasian dan diterbitkan secara tahunan. Laporan Keberlanjutan ini dipublikasikan pada 30 April 2026.

The reporting period of this Sustainability Report covers 1 January to 31 December 2025, consistent with the consolidated financial statements reporting period, and is published on an annual basis. This Sustainability Report will be published on April 30, 2026.

Di dalam Laporan Keberlanjutan ini terdapat informasi yang disajikan kembali yaitu pada bagian rekrutmen karyawan baru tahun 2024 dan 2023. Hal ini dikarenakan Perseroan melakukan penyesuaian metode pengukuran data dengan menggunakan data yang lebih valid dan berdampak pada penurunan angka jumlah karyawan yang direkrut menjadi karyawan tetap. Selain itu, terdapat informasi yang disajikan kembali yaitu informasi terkait proyek yang sejalan dengan pembangunan berkelanjutan di tahun 2023 yang terdapat penurunan jumlah proyek yang sejalan dengan pembangunan berkelanjutan, dikarenakan terdapat pengklasifikasian ulang terkait dengan proyek yang sejalan dengan pembangunan berkelanjutan.

This Sustainability Report contains restated information relating to the recruitment of new employees in 2024 and 2023. The restatement was made as the Company revised its data measurement methodology by using more reliable data, which resulted in a decrease in the reported number of employees recruited as permanent employees. In addition, the information regarding projects aligned with sustainable development in 2023 has also been restated, reflecting a decrease in the number of projects classified as aligned with sustainable development due to the reclassification of such projects.

Untuk mendapatkan informasi lebih lanjut terkait Laporan Keberlanjutan ini, para pemangku kepentingan dapat menghubungi pihak sebagai berikut:

For further information regarding this Sustainability Report, stakeholders may contact the following:

Sekretaris Perusahaan | **Corporate Secretary**

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Proses Penentuan Topik Material [GRI 3-1, 3-2, 2-14]
Material Topic Determination Process

Dalam menentukan topik material, secara berkala Perseroan melakukan identifikasi, analisis aktivitas, dan hubungan bisnis berdasarkan konteks keberlanjutan, serta menganalisis pemangku kepentingan yang terdampak (*inside out*) maupun dampak dari para pemangku kepentingan terhadap Perseroan (materialitas finansial/*outside in*). Proses ini sejalan dengan identifikasi risiko Perseroan. Perseroan melibatkan berbagai unit kerja di antaranya Divisi Pengelolaan Risiko, Divisi Sistem & Kepatuhan, Divisi Corporate Planning, Divisi Akuntansi dan Keuangan, Divisi Infrastruktur I, Divisi Engineering, Riset & TI, Divisi Infrastruktur II, Divisi Operasi dan Pemeliharaan Jalan Tol, Divisi Pembangunan Jalan Tol, Divisi Supply Chain Management, Divisi Human Capital, Divisi QHSSE, Divisi Perencanaan Jalan Tol dan Divisi Legal, Divisi Pengembangan Bisnis & Manajemen Portofolio, Sekretaris Perusahaan. Hal ini dilakukan guna mendapatkan gambaran terkait isu keberlanjutan dengan mempertimbangkan aktivitas bisnis Perseroan, hubungan bisnis, pemangku kepentingan, dan konteks keberlanjutan. Dalam mengidentifikasi isu-isu keberlanjutan, PT Hutama Karya (Persero) telah mempertimbangkan standar pengungkapan sektor yaitu SASB Standards *Engineering and Construction Services*.

In determining material topics, the Company periodically conducts the identification and analysis of activities and business relationships based on the sustainability context, while also assessing the impacts on stakeholders (inside-out perspective) and the impacts of stakeholders on the Company (financial materiality/outside-in perspective). This process is aligned with the Company's risk identification framework. The Company involves various work units in this process, including the Risk Management Division, Systems & Compliance Division, Corporate Planning Division, Accounting and Finance Division, Infrastructure Division I, Engineering, Research & IT Division, Infrastructure Division II, Toll Road Operations and Maintenance Division, Toll Road Construction Division, Supply Chain Management Division, Human Capital Division, QHSSE Division, Toll Road Planning Division, Legal Division, Business Development & Portfolio Management Division, and the Corporate Secretary. This is carried out to obtain an overview of sustainability issues by considering the Company's business activities, business relationships, stakeholders, and sustainability context. In identifying sustainability-related issues, PT Hutama Karya (Persero) has taken into consideration the applicable sector-specific disclosure standard, namely the SASB Standards for Engineering and Construction Services.

Selanjutnya, Perseroan melakukan identifikasi terhadap dampak aktual maupun potensial dari setiap risiko yang terkait dengan seluruh kegiatan dan hubungan bisnis Hutama Karya. Proses ini bertujuan untuk memungkinkan Perseroan mengambil langkah mitigasi terhadap kemungkinan dampak yang timbul. Dalam melakukan identifikasi dampak, Perseroan memanfaatkan informasi yang bersumber dari berbagai pihak dan data yang relevan.

Subsequently, the Company identifies the actual and potential impacts associated with each risk arising from all of Hutama Karya's activities and business relationships. This process aims to enable the Company to take mitigation measures against potential impacts that may arise. In identifying impacts, the Company utilizes information obtained from various sources and relevant data.

Setelah mengidentifikasi dampak aktual dan potensial, Perseroan menilai signifikansi setiap dampak yang teridentifikasi untuk mengklasifikasikan signifikansi dampak aktual dan potensial, dengan tujuan menentukan langkah mitigasi yang tepat serta menetapkan topik material yang relevan untuk tahun pelaporan. Perseroan mengklasifikasikan dampak ke dalam kategori *high, moderate to high, moderate,* dan *low*.

Following the identification of actual and potential impacts, the Company assesses the significance of each identified impact to classify the significance of actual and potential impacts, with the objective of determining appropriate mitigation measures and establishing material topics relevant to the reporting year. The Company classifies impacts into four categories: high, moderate to high, moderate, and low.

Selanjutnya, Hutama Karya memprioritaskan topik material berdasarkan tingkat skala *scale* and *scope* atau *severity* dan *likelihood*. Penentuan prioritas ditetapkan untuk dampak yang berada dalam kategori *high* dan *moderate to high*. Setelah prioritas internal ditetapkan, Perseroan melibatkan pemangku kepentingan eksternal dan ahli/*expert* untuk mengonfirmasi topik yang terpilih yang dilakukan sejak 16 Maret sampai 30 Maret 2026. Berdasarkan masukkan dari *stakeholder* eksternal dan ahli/expert dalam mengonfirmasi topik material terpilih, kemudian digunakan Perseroan menetapkan usulan topik material yang akan dilaporkan dalam Laporan Keberlanjutan tahun 2025. *Stakeholder* eksternal yang dilibatkan meliputi investor, regulator, mitra bisnis, komunitas/asosiasi, konsumen/pelanggan, dan masyarakat. Selanjutnya, usulan tersebut disampaikan kepada Direktur Manajemen Risiko untuk dibahas dan disetujui sebagai topik material yang akan dilaporkan dalam Laporan Keberlanjutan 2025. Dalam melakukan pembahasan topik material bersama Direktur Manajemen Risiko mempertimbangkan identifikasi risiko terkini dalam proses manajemen risiko Perseroan.

Furthermore, Hutama Karya prioritizes material topics based on the level of scale and scope or severity and likelihood. Priority is assigned to impacts classified within the high and moderate to high categories. Following the establishment of internal priorities, the Company engaged external stakeholders and experts to validate the selected topics through a process conducted from March 16, 2026 to March 30, 2026. Input obtained from external stakeholders and experts during the validation of the selected material topics was subsequently used by the Company in determining the proposed material topics to be disclosed in the 2025 Sustainability Report. The external stakeholders involved in this process included investors, regulators, business partners, communities/associations, consumers/customers, and the general public. The proposed material topics were then submitted to the Director of Risk Management for discussion and approval as the material topics to be disclosed in the 2025 Sustainability Report. In reviewing the material topics, the Director of Risk Management also considered the latest risk identification results generated through the Company's risk management process.

Penelaahan isu keberlanjutan (ekonomi, lingkungan, sosial termasuk hak asasi manusia) terhadap aktivitas dan relasi bisnis Perusahaan

Review of sustainability issues (economic, environmental, and social, including human rights) in relation to the Company's business activities and relations

Identifikasi dampak aktual dan potensial (ekonomi, lingkungan, sosial termasuk hak asasi manusia) terkait aktivitas dan relasi bisnis Perseroan terhadap pemangku kepentingan (*inside out*) dan dampak lingkungan eksternal terhadap kinerja Perseroan (*outside in*)

Identification of actual and potential impacts (economic, environmental, and social, including human rights) related to the Company's business activities and relationships on stakeholders (inside-out), as well as the impact of the external environment on the Company's performance (outside-in)

Penilaian Signifikansi Dampak

Assessment of Impact Significance

Melakukan prioritasi dampak signifikan yang akan dilaporkan dalam laporan keberlanjutan

Prioritization of significant impacts to be disclosed in the sustainability report

Adapun topik material terpilih disajikan dalam tabel berikut ini.

The selected material topics are presented in the following table.

Tabel Topik Material Tahun 2025
Table of Material Topics 2025

Topik Material Material Topic	**Isu Utama** Key Issues	**Pemangku Kepentingan yang Terdampak** Affected Stakeholders	**Alasan Bersifat Material** Materiality Rationale	**TPB** SDGs
Kesehatan dan Keselamatan Kerja Occupational Health and Safety	• Sistem manajemen keselamatan dan kesehatan kerja • Pengidentifikasian bahaya, penilaian risiko, dan investigasi insiden • Layanan kesehatan yang dimiliki Perseroan • Partisipasi, konsultasi, dan komunikasi pekerja pada kesehatan dan keselamatan kerja • Pelatihan pekerja tentang kesehatan dan keselamatan kerja • Peningkatan kualitas kesehatan pekerja • Pencegahan dan mitigasi dampak-dampak keselamatan dan kesehatan kerja yang secara langsung terkait hubungan bisnis • Pekerja yang tercakup dalam sistem manajemen keselamatan dan kesehatan kerja • Kecelakaan kerja yang terjadi pada periode pelaporan • Penyakit akibat kerja yang dialami oleh karyawan Perseroan • Occupational Health and Safety (OHS) Management System • Hazard identification, risk assessment, and incident investigation • Corporate healthcare services • Worker participation, consultation, and communication on occupational health and safety • Employee training on occupational health and safety • Improvement of employee health quality • Prevention and mitigation of occupational health and safety impacts directly related to business relationships • Employees covered under the occupational health and safety management system • Work-related accidents occurring during the reporting period • Occupational diseases experienced by the Company's employees	• Pemegang Saham dan Investor • Pegawai • Mitra Kerja • *Project Owner* • Shareholders and Investors • Employees • Business Partners • Project Owner	Kegiatan konstruksi dan operasi jalan tol memiliki tingkat risiko tinggi terhadap keselamatan pekerja, termasuk kecelakaan kerja, paparan bahaya fisik, serta risiko kesehatan akibat lingkungan kerja. Kinerja K3 secara langsung mempengaruhi keberlangsungan proyek, reputasi perusahaan, dan kepatuhan terhadap regulasi. Construction activities and toll road operations involve high levels of occupational risk, including workplace accidents, exposure to physical hazards, and health risks arising from the working environment. OHS performance directly affects project continuity, corporate reputation, and compliance with applicable regulations.	3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Anti Korupsi Anti-Corruption	• Operasi-operasi yang dinilai memiliki risiko terkait korupsi • Komunikasi dan pelatihan tentang kebijakan dan prosedur anti korupsi • Insiden korupsi yang terbukti dan tindakan yang diambil • Operations identified as having corruption-related risks • Communication and training on anti-corruption policies and procedures • Confirmed incidents of corruption and actions taken	• Investor • Pemegang saham • Karyawan • Investors • Shareholders • Employees	Penerapan prinsip anti korupsi menjadi krusial untuk menjaga integritas, reputasi, serta keberlangsungan usaha Perseroan dalam jangka panjang. The implementation of anti-corruption principles is critical to maintaining the integrity, reputation, and long-term business sustainability of the Company.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Topik Material Material Topic	**Isu Utama** Key Issues	**Pemangku Kepentingan yang Terdampak** Affected Stakeholders	**Alasan Bersifat Material** Materiality Rationale	**TPB** SDGs
Kepuasan Pelanggan Customer Satisfaction	• Informasi mengenai nilai kepuasan pelanggan • Information on customer satisfaction levels	• Pemegang Saham dan Investor • Karyawan • Konsumen/ Pelanggan • Shareholders and Investors • Employees • Customers	Sebagai operator jalan tol dan penyedia jasa konstruksi, kualitas layanan dan kepuasan pengguna dan owner menjadi faktor utama dalam menjaga kepercayaan publik dan keberlanjutan bisnis. As a toll road operator and construction service provider, service quality and satisfaction of users and project owners are key factors in maintaining public trust and ensuring business sustainability.	
Kinerja Ekonomi Economic Performance	• Nilai ekonomi langsung yang dihasilkan dan didistribusikan oleh Perusahaan • Implikasi finansial serta risiko dan peluang lain akibat perubahan iklim • Kewajiban program pensiun manfaat pasti dan program pensiun lainnya • Bantuan keuangan yang diterima Perusahaan dari Pemerintah • Direct economic value generated and distributed by the Company • Financial implications as well as other risks and opportunities arising from climate change • Defined benefit pension obligations and other pension schemes • Financial assistance received by the Company from the Government	• Pemegang Saham • Regulator • Karyawan • Kreditur • Mitra Kerja • Shareholders • Regulators • Employees • Creditors • Business Partners	Kinerja ekonomi merupakan topik material yang mampu menggambarkan kinerja keuangan serta berbagai capaian kinerja operasional Perseroan selama tahun pelaporan. Economic performance is a material topic that reflects the Company's financial performance as well as various operational achievements during the reporting year.	
Pengelolaan Emisi dan Energi Energy and Emissions Management	• Konsumsi energi Perseroan • Upaya Perseroan dalam melakukan efisiensi energi dan penggunaan energi baru terbarukan • Emisi GRK Langsung (Cakupan 1) • Emisi GRK Tidak Langsung (Cakupan 2) • Emisi GRK tidak langsung lainnya (Cakupan 3) • Intensitas Emisi GRK • Pengurangan Emisi GRK • Pengendalian Emisi Penipis Lapisan Ozon • Nitrogen Oksida (NOx), Sulfur Oksida (SOx), dan Emisi Udara Signifikan Lainnya • The Company's energy consumption • The Company's initiatives in energy efficiency and the use of renewable energy • Direct Greenhouse Gas (GHG) emissions (Scope 1) • Indirect Greenhouse Gas (GHG) emissions (Scope 2) • Other indirect Greenhouse Gas (GHG) emissions (Scope 3) • GHG emissions intensity • GHG emissions reduction • Ozone-depleting substance emissions control • Nitrogen Oxides (NOx), Sulfur Oxides (SOx), and other significant air emissions	• Karyawan • Masyarakat • Pemegang Saham • Pemerintah • Mitra Bisnis • Employees • Communities • Shareholders • Government • Business Partners	Kegiatan konstruksi dan operasi jalan tol menghasilkan emisi gas rumah kaca yang signifikan, terutama dari penggunaan bahan bakar dan listrik. Pengelolaan energi menjadi kunci dalam efisiensi biaya dan dekarbonisasi. Construction and toll road operations generate significant greenhouse gas emissions, primarily from fuel and electricity consumption. Energy management is a key driver for cost efficiency and decarbonization efforts.	
Praktik Pengadaan Procurement Practices	• Proporsi pengeluaran untuk pemasok lokal • Proportion of procurement spending on local suppliers	• Mitra Kerja • Business Partners	Praktik pengadaan memiliki pengaruh langsung terhadap efisiensi biaya, kualitas proyek, serta integritas operasional Perusahaan. Procurement practices have a direct influence on cost efficiency, project quality, and the Company's operational integrity.	
Kepegawaian Employment	• Perekrutan karyawan baru dan pergantian karyawan • Tunjangan yang diberikan kepada karyawan purnawaktu yang tidak diberikan kepada karyawan pada kurun waktu tertentu atau paruh waktu • Cuti melahirkan • New employee hires and employee turnover • Benefits provided to full-time employees that are not provided to temporary or part-time employees • Maternity leave	• Karyawan • Pemegang Saham • Employees • Shareholders	Pengelolaan kepegawaian yang baik menjadi kunci dalam menciptakan lingkungan kerja yang inklusif, aman, dan mendukung kesejahteraan karyawan, serta berkontribusi terhadap keberlanjutan kinerja Perseroan. Effective employment management is essential in creating an inclusive, safe, and supportive working environment for employee well-being, thereby contributing to the sustainability of the Company's performance.	

Topik Material Material Topic	**Isu Utama** Key Issues	**Pemangku Kepentingan yang Terdampak** Affected Stakeholders	**Alasan Bersifat Material** Materiality Rationale	**TPB** SDGs
Keanekaragaman Hayati Biodiversity	• Kebijakan untuk menghentikan dan mengembalikan hilangnya keanekaragaman hayati • Manajemen dampak keanekaragaman hayati • Akses dan berbagi manfaat • Identifikasi dampak keanekaragaman hayati • Lokasi yang memiliki dampak keanekaragaman hayati • Pemicu langsung hilangnya keanekaragaman hayati • Perubahan kondisi keanekaragaman hayati • Layanan ekosistem • Policies to halt and reverse biodiversity loss • Biodiversity impact management • Access and benefit-sharing • Identification of biodiversity impacts • Locations with biodiversity impacts • Direct drivers of biodiversity loss • Changes in biodiversity conditions • Ecosystem services	• Masyarakat • Pemerintah • Pemegang Saham • Communities • Government • Shareholders	Proyek infrastruktur berpotensi berdampak pada ekosistem alami, terutama pada area dengan sensitivitas tinggi seperti hutan, kawasan lindung, dan habitat satwa. Infrastructure projects may potentially impact natural ecosystems, particularly in areas with high environmental sensitivity such as forests, protected areas, and wildlife habitats.	
Pelatihan dan Pendidikan Training and Education	• Informasi terkait rata-rata jam pelatihan per tahun per karyawan • Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan menjelang pensiun • Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karir • Average training hours per employee per year • Programs to enhance employee skills and pre-retirement transition assistance programs • Percentage of employees receiving regular performance and career development reviews	• Karyawan • Mitra Bisnis • Masyarakat • Pemegang Saham • Employees • Business Partners • Communities • Shareholders	Pengembangan SDM menjadi faktor dalam meningkatkan produktivitas dan daya saing Perseroan secara berkelanjutan. Human capital development is a key factor in enhancing the Company's productivity and long-term competitiveness in a sustainable manner.	
Pengelolaan Air Water Management	• Interaksi dengan air sebagai sumber daya bersama • Manajemen dampak yang berkaitan dengan pembuangan air • Pengambilan air • Pembuangan air • Konsumsi air • Interaction with water as a shared resource • Management of impacts related to water discharge • Water withdrawal • Water discharge • Water consumption	• Karyawan • Masyarakat • Mitra Bisnis • Pemegang Saham • Employees • Communities • Business Partners • Shareholders	Kegiatan konstruksi membutuhkan penggunaan air yang signifikan serta berpotensi mempengaruhi kualitas air melalui limpasan dan sedimentasi. Construction activities require significant water usage and may potentially affect water quality through runoff and sedimentation.	

Topik-topik material tersebut mengalami perubahan dari topik material di tahun 2024. Topik material yang diprioritaskan tahun 2024 yaitu keanekaragaman hayati, pengelolaan limbah, energi dan perubahan iklim, penatalayanan air, keselamatan dan kesehatan karyawan, pengembangan sumber daya manusia, pengembangan masyarakat dan pertumbuhan inklusif, pengelolaan rantai pasok, inovasi, governansi korporat dan etika, serta kinerja ekonomi. Sedangkan, topik material yang tidak diprioritaskan di tahun 2025 yaitu limbah, pengembangan masyarakat dan pertumbuhan inklusif, inovasi, governansi korporat dan etika. Perubahan tersebut menyesuaikan dengan perubahan kondisi di tahun 2025.

The material topics identified for 2025 have changed from those prioritized in 2024. The material topics prioritized in 2024 were biodiversity, waste management, energy and climate change, water stewardship, employee health and safety, human capital development, community development and inclusive growth, supply chain management, innovation, corporate governance and ethics, and economic performance. Meanwhile, the material topics that were not prioritized in 2025 were waste management, community development and inclusive growth, innovation, and corporate governance and ethics. These changes were made to reflect developments and changing conditions during 2025.

Manajemen Topik Material [GRI 3-3]
Management of Material Topics

Kesehatan dan Keselamatan Kerja

Keselamatan dan Kesehatan Kerja (K3) menjadi perhatian utama mengingat kegiatan konstruksi dan operasi jalan tol memiliki tingkat risiko tinggi terhadap keselamatan pekerja. Dampak potensial yang dapat timbul mencakup kecelakaan kerja, paparan bahaya fisik, serta risiko gangguan kesehatan akibat lingkungan kerja, yang secara langsung berkaitan dengan pemenuhan hak atas keselamatan dan kesehatan kerja. Selain berdampak pada individu pekerja, kinerja K3 juga memengaruhi keberlangsungan proyek, efisiensi operasional, serta reputasi Perseroan. Pada tahun 2025, dampak aktual yang terjadi yaitu masih adanya *lost time injury frequency rate* menjadi 0,010 meningkat dibandingkan tahun 2024 yang sebesar 0,00. Perseroan menyadari bahwa keterlibatan terhadap dampak negatif dapat terjadi baik melalui aktivitas operasional secara langsung maupun melalui hubungan bisnis dengan kontraktor dan mitra kerja lainnya, sehingga diperlukan pengelolaan yang menyeluruh dan konsisten di seluruh rantai nilai.

Sebagai bentuk komitmen, Perseroan menerapkan Sistem Manajemen K3 yang terintegrasi dalam kerangka *Quality, Health, Safety, Security, and Environment* (QHSSE) serta memiliki Kebijakan Quality, Health, Safety, Security & Environment Management System (QHSSEMS), dengan mengacu pada peraturan nasional seperti PP 50 tahun 2012 tentang SMK3, Perpol No 7 tahun 2019 tentang pengamanan serta standar internasional seperti ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, dan ISO 39001:2012. Kebijakan ini menegaskan komitmen perusahaan terhadap pencapaian *zero fatality* serta penerapan perbaikan berkelanjutan dalam membangun budaya keselamatan kerja. Pendekatan ini tidak hanya bertujuan untuk meminimalkan risiko, tetapi juga untuk menciptakan lingkungan kerja yang aman, sehat, dan produktif bagi seluruh pekerja serta pemangku kepentingan terkait. Perseroan juga telah memiliki manual yang mengatur tentang Keselamatan, Kesehatan Kerja, dan Lingkungan (K3L). Pedoman tersebut diberlakukan bagi seluruh (100%) entitas bisnis, karyawan, mitra usaha, kontraktor, pengunjung, serta para pemangku kepentingan lainnya. Penyusunan panduan ini dimaksudkan untuk mewujudkan lingkungan kerja yang aman dan sehat, sekaligus mencegah terjadinya kecelakaan kerja, penyakit akibat kerja, maupun insiden berbahaya lainnya, serta mendorong terciptanya rasa tanggung jawab dari seluruh pihak terhadap aspek keselamatan dan kesehatan kerja. Upaya Perseroan dalam menjaga kinerja K3 merupakan tanggung jawab seluruh pihak dan berada di bawah koordinasi Divisi QHSSE.

Occupational Health and Safety

Occupational Health and Safety (OHS) remains a primary focus, considering that toll road construction and operations inherently carry a high level of risk to worker safety. The potential impacts that may arise include occupational accidents, exposure to physical hazards, and risks of health disorders due to the working environment, all of which are directly associated with the fulfillment of occupational health and safety rights. In addition to affecting individual workers, OHS performance also influences project sustainability, operational efficiency, and the Company's reputation. In 2025, the actual impact observed was an increase in the lost time injury frequency rate to 0.010, compared to 0.00 recorded in 2024. The Company recognizes that involvement in negative impacts may occur both through direct operational activities and through business relationships with contractors and other business partners, thereby necessitating comprehensive and consistent management across the entire value chain.

As part of its commitment, the Company implements an Occupational Health and Safety (OHS) Management System integrated within the Quality, Health, Safety, Security, and Environment (QHSSE) framework and has established a Quality, Health, Safety, Security, and Environment Management System (QHSSEMS) Policy, in reference to national regulations such as Government Regulation No. 50 of 2012 concerning OHS Management Systems and National Police Regulation No. 7 of 2019 concerning security, as well as international standards including ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, and ISO 39001:2012. This policy affirms the Company's commitment to achieving zero fatality and implementing continuous improvement in fostering a safety culture. This approach is not only intended to minimize risks but also to create a safe, healthy, and productive working environment for all workers and relevant stakeholders. The Company has also established a manual governing Occupational Health, Safety, and Environment (HSE). The guideline is applicable to all (100%) business entities, employees, business partners, contractors, visitors, and other stakeholders. The preparation of this guideline is intended to establish a safe and healthy working environment, while preventing occupational accidents, work-related illnesses, and other hazardous incidents, as well as fostering a sense of responsibility among all parties toward occupational health and safety aspects. The Company's efforts in maintaining OHS performance constitute a shared responsibility across all parties and are coordinated under the QHSSE Division.

Dalam implementasinya, perusahaan melaksanakan berbagai tindakan untuk mengelola dampak K3, baik dalam pencegahan maupun penanganan. Upaya pencegahan dilakukan melalui penerapan QHSSE Plan di seluruh proyek, pelaksanaan *safety induction*, serta pelatihan K3 secara rutin. Sementara itu, penanganan terhadap dampak aktual dilakukan melalui inspeksi dan audit berkala serta digitalisasi pelaporan insiden melalui sistem internal (HK SHIELD), yang memungkinkan respon cepat dan tindakan perbaikan yang tepat sesuai dengan yang telah ditetapkan Perseroan. Perusahaan juga secara aktif mengelola dampak positif melalui kampanye budaya keselamatan (*safety awareness*) guna meningkatkan kesadaran dan partisipasi pekerja dalam penerapan K3.

Efektivitas pengelolaan K3 dipantau melalui indikator kinerja utama seperti Total *Recordable Injury Rate* (TRIR). Evaluasi efektivitas K3 dan TRIR < 1 sebagai tolok ukur keberhasilan. Di tahun 2025, Perseroan berhasil mencapai target TRIR yaitu 0,22 per satu juta jam kerja. Evaluasi yang telah dilakukan kemudian dijadikan dasar pertimbangan untuk diintegrasikan ke dalam kebijakan dan prosedur operasional, dengan melibatkan masukan dari pemangku kepentingan seperti pekerja, mitra kerja, dan regulator, guna memastikan efektivitas tindakan serta mendorong peningkatan berkelanjutan.

Anti Korupsi

Penerapan prinsip antikorupsi ditujukan untuk mencegah dan memitigasi dampak negatif seperti kerugian finansial, risiko hukum, serta pelanggaran terhadap etika bisnis dan hak-hak pemangku kepentingan. Perseroan menyadari bahwa keterlibatan terhadap potensi dampak negatif dapat terjadi baik melalui aktivitas operasional internal maupun melalui hubungan bisnis dengan mitra kerja, mitra kerja, dan pihak ketiga lainnya, sehingga pengelolaan risiko korupsi harus dilakukan secara komprehensif di seluruh lini organisasi dan rantai nilai. Selama tahun 2025, Perseroan tidak terlibat dengan dampak negatif melalui kegiatan atau sebagai akibat dari hubungan bisnisnya.

Sebagai bentuk komitmen, Perseroan telah memiliki Komitmen *Anti-Fraud* PT Hutama Karya (Persero). Efektivitas penerapan anti fraud di Perseroan ditunjukkan dengan telah dimilikinya ISO 37001: *Anti-Bribery Management System* (SMAP). Perseroan juga telah memiliki *Whistleblowing System* (WBS) sebagai sarana pelaporan pelanggaran yang transparan dan akuntabel. Perseroan secara konsisten menanamkan budaya integritas melalui berbagai kebijakan dan prosedur yang menegaskan prinsip *zero tolerance* terhadap segala bentuk korupsi dan penyuapan. Pelaksanaan sistem manajemen anti korupsi berada di bawah koordinasi Satuan Pengawas Intern dan Sekretaris Perusahaan.

Dalam pelaksanaannya, Perseroan mengambil berbagai langkah untuk mencegah dan mengelola risiko korupsi, antara lain melalui pelaksanaan pelatihan dan sosialisasi antikorupsi secara rutin kepada karyawan, mitra kerja. Sepanjang tahun 2025, upaya tersebut dilakukan melalui berbagai media, seperti *Whatsapp Broadcast*, pemutaran video SMAP dalam rapat koordinasi dan kegiatan

In its implementation, the Company undertakes various measures to manage OHS impacts, both in prevention and mitigation. Preventive measures are carried out through the implementation of the QHSSE Plan across all projects, the conduct of safety induction, and regular OHS training. Meanwhile, actual impacts are managed through periodic inspections and audits, as well as the digitalization of incident reporting through the Company's internal system (HK SHIELD), which enables a prompt response and appropriate corrective actions in accordance with the Company's established procedures. The Company also actively manages positive impacts through safety awareness campaigns to enhance workers' awareness and participation in OHS implementation.

The effectiveness of OHS management is monitored through key performance indicators such as the Total Recordable Injury Rate (TRIR). The evaluation of OHS effectiveness uses TRIR < 1 as a benchmark for success. In 2025, the Company successfully achieved its TRIR target of 0.22 per one million working hours. The results of the evaluation are subsequently used as a basis for consideration to be integrated into policies and operational procedures, incorporating input from stakeholders such as employees, business partners, and regulators, in order to ensure the effectiveness of actions taken and to promote continuous improvement.

Anti-Corruption

The implementation of anti-corruption principles is aimed at preventing and mitigating negative impacts such as financial losses, legal risks, and violations of business ethics and stakeholders' rights. The Company recognizes that exposure to potential negative impacts may arise both through internal operational activities and through business relationships with partners, business partners, and other third parties. Therefore, the management of corruption risks must be carried out comprehensively across all lines of the organization and throughout the value chain. During 2025, the Company was not involved in any negative impacts through its activities or as a result of its business relationships.

As a form of commitment, the Company has established the Anti-Fraud Commitment of PT Hutama Karya (Persero). The effectiveness of anti-fraud implementation within the Company is demonstrated by the adoption of ISO 37001: Anti-Bribery Management System (SMAP). The Company has also implemented a Whistleblowing System (WBS) as a transparent and accountable reporting mechanism for violations. The Company consistently instills a culture of integrity through various policies and procedures that emphasize a zero tolerance principle toward all forms of corruption and bribery. The implementation of the anti-corruption management system is coordinated under the Internal Audit and the Corporate Secretary.

In its implementation, the Company undertakes various measures to prevent and manage corruption risks, including the regular conduct of anti-corruption training and socialization programs for employees, business partners. Throughout 2025, these initiatives were carried out through various media, such as WhatsApp Broadcast, the screening of SMAP-related videos during coordination meetings and internal

pembelajaran internal, serta penandatanganan pakta integritas oleh seluruh karyawan dan calon mitra bisnis. Untuk memastikan implementasi yang merata hingga ke tingkat operasional, sosialisasi juga dilakukan pada saat tinjauan manajemen kepada seluruh manajer proyek, yang kemudian bertanggung jawab untuk meneruskan kepada tim di masing-masing lokasi proyek. Selain itu, Perseroan mendorong peningkatan kesadaran melalui program pelatihan rutin yang turut mengintegrasikan nilai-nilai antikorupsi.

Efektivitas pengelolaan topik anti korupsi dipantau melalui sejumlah indikator, antara lain jumlah laporan yang diterima melalui WBS, jumlah pelatihan dan kegiatan sosialisasi yang dilaksanakan, serta tingkat pemahaman dan kesadaran karyawan. Perseroan menetapkan target *zero fraud* sebagai tolok ukur utama. Selama periode pelaporan, tidak terdapat laporan dugaan pelanggaran yang masuk melalui mekanisme WBS, serta tidak terdapat kasus hukum maupun kerugian finansial yang berkaitan dengan korupsi. Hal ini menunjukkan bahwa langkah-langkah yang diterapkan berjalan efektif, meskipun Perseroan tetap melakukan evaluasi dan penguatan berkelanjutan untuk memastikan konsistensi implementasi serta peningkatan budaya integritas di seluruh organisasi dengan melibatkan pemangku kepentingan terkait.

Kepuasan Pelanggan

Tingkat kepuasan pengguna jalan tol dan pemilik proyek (*owner*) memiliki dampak langsung terhadap kepercayaan publik, reputasi perusahaan, serta keberlanjutan bisnis dalam jangka panjang. Dampak negatif yang berpotensi timbul apabila layanan tidak optimal mencakup penurunan kepercayaan, peningkatan keluhan, hingga risiko kehilangan peluang bisnis, sementara dampak positif dari pengelolaan yang baik mencakup loyalitas pelanggan, peningkatan kinerja operasional, serta hubungan jangka panjang dengan pemangku kepentingan. Perseroan juga menyadari bahwa keterlibatan terhadap dampak tersebut dapat terjadi baik melalui aktivitas operasional secara langsung maupun melalui interaksi dengan pengguna dan mitra kerja.

Perseroan memiliki komitmen untuk senantiasa memberikan pelayanan terbaik untuk pelanggan dan pemilik proyek. Efektivitas pelayanan yang diberikan tercermin dengan telah dimilikinya ISO 39001:2012 dan Sistem Manajemen Mutu ISO 9001:2015. Kebijakan mutu yang diterapkan menekankan pada perbaikan berkelanjutan, responsivitas terhadap kebutuhan pelanggan, serta konsistensi dalam menjaga standar layanan di seluruh lini operasional dan proyek konstruksi.

Dalam implementasinya, Perseroan melakukan berbagai upaya untuk mengelola dan meningkatkan kepuasan pelanggan. Pada sektor operasional jalan tol, langkah yang dilakukan meliputi digitalisasi pelaporan ketidaksesuaian melalui sistem internal, pengelolaan keluhan melalui sistem layanan pelanggan, peningkatan kualitas layanan operasional, serta pemanfaatan teknologi untuk *monitoring* kinerja layanan secara *real-time*. Sementara pada sektor konstruksi, Perseroan secara rutin menyelenggarakan pelatihan guna memastikan kualitas pekerjaan

learning activities, as well as the signing of integrity pacts by all employees and prospective business partners. To ensure consistent implementation at the operational level, socialization activities are also conducted during management reviews with all project managers, who are subsequently responsible for cascading the information to their respective project teams. In addition, the Company promotes increased awareness through regular training programs that also integrate anti-corruption values.

The effectiveness of anti-corruption management is monitored through several indicators, including the number of reports received through the WBS, the number of training sessions and socialization activities conducted, as well as the level of employee understanding and awareness. The Company has established a zero fraud target as the primary benchmark. During the reporting period, there were no reports of alleged violations submitted through the WBS mechanism, and there were no legal cases or financial losses related to corruption. This indicates that the measures implemented have been effective; however, the Company continues to conduct ongoing evaluations and enhancements to ensure consistency in implementation and to strengthen the culture of integrity across the organization by involving relevant stakeholders.

Customer Satisfaction

The level of satisfaction of toll road users and project owners (owners) has a direct impact on public trust, the Company's reputation, and long-term business sustainability.Potential negative impacts arising from suboptimal service include a decline in trust, an increase in complaints, and the risk of losing business opportunities, while positive impacts from effective management include customer loyalty, improved operational performance, and long-term relationships with stakeholders. The Company also recognizes that exposure to such impacts may occur both through direct operational activities and through interactions with users and business partners.

The Company is committed to consistently delivering the best services to customers and project owners. The effectiveness of the services provided is reflected in the implementation ISO 39001:2012 and the Quality Management System ISO 9001:2015. The quality policy emphasizes continuous improvement, responsiveness to customer needs, and consistency in maintaining service standards across all operational lines and construction projects.

In its implementation, the Company undertakes various efforts to manage and enhance customer satisfaction. In the toll road operations sector, the measures implemented include the digitalization of non-conformance reporting through internal systems, complaint management through customer service systems, improvement of operational service quality, and the utilization of technology for real-time service performance monitoring. Meanwhile, in the construction sector, the Company regularly conducts training programs to ensure that the quality of work meets established standards. In addition,

sesuai dengan standar yang ditetapkan. Selain itu, survei kepuasan pelanggan dilakukan secara berkala, baik pada tahap progres konstruksi (50% dan 100%) maupun pada layanan operasional jalan tol.

Efektivitas pengelolaan kepuasan pelanggan dipantau melalui indikator utama seperti Indeks Kepuasan Pelanggan, jumlah dan penyelesaian keluhan, serta hasil survei berkala. Hasil evaluasi menunjukkan bahwa langkah-langkah yang diterapkan memberikan dampak aktual positif, tercermin dari peningkatan Indeks Kepuasan Pelanggan pada tahun 2025 menjadi 92,37%, dibandingkan dengan 92,07% pada tahun 2024. Hasil ini mengindikasikan adanya peningkatan kualitas layanan dan respons terhadap kebutuhan pelanggan. Evaluasi tersebut kemudian dijadikan dasar pertimbangan untuk diintegrasikan ke dalam kebijakan dan prosedur operasional, dengan melibatkan masukan dari pelanggan sebagai bagian dari upaya perbaikan berkelanjutan dan peningkatan efektivitas layanan di masa mendatang.

customer satisfaction surveys are carried out periodically, both at the construction progress stages (50% and 100%) and within toll road operational services.

The effectiveness of customer satisfaction management is monitored through key indicators such as the Customer Satisfaction Index, the number and resolution of complaints, and the results of periodic surveys. The evaluation results indicate that the measures implemented have generated positive actual impacts, as reflected in the increase in the Customer Satisfaction Index in 2025 to 92.37%, compared to 92.07% in 2024. These results indicate an improvement in service quality and responsiveness to customer needs. The outcomes of such evaluations are subsequently used as a basis for integration into policies and operational procedures, incorporating customer feedback as part of continuous improvement efforts and the enhancement of service effectiveness in the future.

Kinerja Ekonomi

Kinerja ekonomi yang optimal memberikan dampak positif terhadap keberlanjutan usaha, peningkatan nilai bagi pemegang saham, serta kontribusi terhadap perekonomian secara lebih luas. Sebaliknya, kinerja yang tidak optimal berpotensi menimbulkan dampak negatif seperti terganggunya arus kas, keterlambatan proyek, serta menurunnya kepercayaan pemangku kepentingan. Oleh karena itu, Perseroan mengelola kinerja ekonomi secara terintegrasi, baik melalui aktivitas operasional langsung maupun melalui hubungan bisnis dengan mitra kerja dan pihak pendukung lainnya.

Sebagai bentuk komitmen, Perseroan menerapkan pendekatan pengelolaan kinerja ekonomi yang terstruktur melalui perencanaan bisnis yang *prudent*, pengendalian biaya proyek secara ketat, serta optimalisasi struktur pembiayaan. Kebijakan ini bertujuan untuk memastikan efisiensi penggunaan sumber daya, menjaga stabilitas keuangan, serta mendukung pencapaian target yang telah ditetapkan dalam Rencana Kerja dan Anggaran Perusahaan (RKAP). Pendekatan tersebut juga mencerminkan komitmen Perseroan dalam menjaga keseimbangan antara pertumbuhan usaha dan pengelolaan risiko keuangan. Pengelolaan aspek ekonomi, berada di bawah koordinasi Divisi Akuntansi dan Keuangan.

Dalam implementasinya, Perseroan secara konsisten melakukan pengendalian dan pemantauan terhadap kinerja ekonomi melalui berbagai indikator keuangan dan operasional. Upaya tersebut mencakup evaluasi realisasi pendapatan, pengendalian biaya, peningkatan produktivitas proyek, serta penguatan strategi pembiayaan. Hasil evaluasi digunakan untuk memastikan bahwa kinerja ekonomi berjalan sesuai dengan target yang telah ditetapkan, sekaligus mengidentifikasi peluang perbaikan dan optimalisasi di berbagai lini bisnis.

Economic Performance

Optimal economic performance generates positive impacts on business sustainability, enhances value for shareholders, and contributes to the broader economy. Conversely, suboptimal performance may give rise to negative impacts such as cash flow disruption, project delays, and declining stakeholder confidence. Therefore, the Company manages its economic performance in an integrated manner, both through direct operational activities and through business relationships with partners and other supporting parties.

As a form of commitment, the Company implements a structured approach to managing economic performance through prudent business planning, strict project cost control, and optimization of the financing structure. This policy aims to ensure efficient utilization of resources, maintain financial stability, and support the achievement of targets set forth in the Company's Work Plan and Budget (RKAP). This approach also reflects the Company's commitment to maintaining a balance between business growth and financial risk management. The management of economic aspects is coordinated under the Accounting and Finance Division.

In its implementation, the Company consistently conducts control and monitoring of economic performance through various financial and operational indicators. These efforts include the evaluation of revenue realization, cost control, enhancement of project productivity, and strengthening of financing strategies. The results of such evaluations are used to ensure that economic performance aligns with established targets, while also identifying opportunities for improvement and optimization across various business lines.

Efektivitas pengelolaan kinerja ekonomi ditunjukkan melalui peningkatan tingkat ketercapaian target kinerja yang telah ditetapkan dalam RKAP serta roadmap keberlanjutan Perseroan. Evaluasi kinerja ekonomi pada tahun berjalan menjadi dasar utama dalam penyusunan rencana kerja dan anggaran tahun berikutnya yang melibatkan pemegang saham, sehingga proses perencanaan dapat dilakukan secara lebih adaptif dan berbasis kinerja aktual. Pembelajaran yang diperoleh dari evaluasi tersebut terus diintegrasikan ke dalam kebijakan dan strategi Perseroan guna mendukung peningkatan kinerja yang berkelanjutan serta memperkuat ketahanan bisnis di masa mendatang.

Sepanjang tahun 2025, pengelolaan aspek ekonomi Perseroan berhasil meningkatkan laba menjadi sebesar Rp3.088.583 juta, meningkat dibandingkan tahun 2024 yang sebesar Rp2.766.522 juta.

Pengelolaan Emisi dan Energi

Emisi dan energi merupakan isu strategis dalam kegiatan konstruksi dan operasi jalan tol, yang menghasilkan emisi gas rumah kaca (GRK) secara signifikan, terutama dari penggunaan bahan bakar dan listrik. Dampak negatif yang ditimbulkan mencakup kontribusi terhadap perubahan iklim, penurunan kualitas lingkungan, serta potensi peningkatan biaya operasional akibat inefisiensi energi. Di sisi lain, pengelolaan emisi dan energi yang efektif memberikan dampak positif berupa efisiensi biaya, peningkatan kinerja operasional, serta dukungan terhadap transisi menuju ekonomi rendah karbon. Perseroan menyadari bahwa keterlibatan terhadap dampak tersebut terjadi melalui aktivitas operasional langsung maupun melalui hubungan bisnis dengan pemasok dan mitra kerja, sehingga diperlukan pengelolaan yang terintegrasi di seluruh rantai nilai.

Sebagai bentuk komitmen, Perseroan mengembangkan strategi dekarbonisasi yang mencakup pengelolaan emisi dan efisiensi energi, sejalan dengan komitmen terhadap pembangunan rendah karbon. Strategi ini didukung oleh penyusunan roadmap energi dan emisi yang menjadi bagian dari strategi keberlanjutan Perseroan serta telah memiliki Kebijakan *Quality, Health, Safety, Security, & Environment Management System* (QHSSEMS) yang menyatakan bahwa pada tahun 2025, Perseroan telah menetapkan *baseline* emisi dan konsumsi energi sebagai dasar dalam mengukur kinerja dan menetapkan target penurunan emisi serta peningkatan efisiensi energi. Pendekatan ini menegaskan komitmen Perseroan dalam menerapkan praktik operasional yang lebih ramah lingkungan dan berkelanjutan. Pelaksanaan upaya efisiensi energi dan reduksi emisi merupakan tanggung jawab seluruh insan Perseroan yang berada di bawah koordinasi Divisi QHSSE.

Dalam implementasinya, Perseroan melaksanakan berbagai inisiatif untuk mengelola dan menurunkan emisi serta meningkatkan efisiensi energi. Upaya tersebut meliputi inventarisasi emisi GRK cakupan 1 dan cakupan 2, pelaksanaan program efisiensi energi pada kegiatan proyek dan operasi, eksplorasi penggunaan energi

The effectiveness of economic performance management is demonstrated through the increased level of achievement of performance targets as set out in the RKAP and the Company's sustainability roadmap. The evaluation of economic performance during the current year serves as a primary basis for the preparation of the work plan and budget for the following year, involving shareholders in the process. This approach enables planning activities to be conducted in a more adaptive manner and based on actual performance outcomes. Insights gained from such evaluations are continuously integrated into the Company's policies and strategies to support sustainable performance improvement and to strengthen business resilience in the future.

Throughout 2025, the Company's management of economic aspects successfully increased profit to IDR3,088,583 million, representing an increase compared to 2024 which amounted to IDR2,766,522 million.

Emissions and Energy Management

Emissions and energy constitute strategic issues in toll road construction and operations, which generate significant greenhouse gas (GHG) emissions, particularly from fuel and electricity consumption. The resulting negative impacts include contributions to climate change, deterioration of environmental quality, and potential increases in operational costs due to energy inefficiency. On the other hand, effective management of emissions and energy provides positive impacts in the form of cost efficiency, improved operational performance, and support for the transition toward a low-carbon economy. The Company recognizes that exposure to these impacts occurs both through direct operational activities and through business relationships with suppliers and partners, thereby requiring integrated management across the entire value chain.

As a form of commitment, the Company has developed a decarbonization strategy encompassing emissions management and energy efficiency, in line with its commitment to low-carbon development. This strategy is supported by the development of an energy and emissions roadmap, which forms an integral part of the Company's sustainability strategy, as well as the implementation of the Quality, Health, Safety, Security, and Environment Management System (QHSSEMS) Policy. Under this policy, the Company established its emissions and energy consumption baselines in 2025 as the foundation for measuring performance and setting targets for emissions reduction and energy efficiency improvement. This approach reaffirms the Company's commitment to implementing more environmentally responsible and sustainable operational practices. The implementation of energy efficiency and emissions reduction initiatives is the responsibility of all Company personnel and is coordinated under the QHSSE Division.

In its implementation, the Company undertakes various initiatives to manage and reduce emissions and to improve energy efficiency. These efforts include the inventory of Scope 1 and Scope 2 GHG emissions, the implementation of energy efficiency programs in project and operational activities, the exploration of renewable

terbarukan seperti Pembangkit Listrik Tenaga Surya (PLTS), serta digitalisasi *monitoring* energi. Selain itu, Perseroan juga melakukan penyusunan dan pelaksanaan dokumen AMDAL serta RKL/RPL, program penghijauan, pemeliharaan rutin alat berat dan kendaraan operasional, pengukuran emisi gas buang secara berkala, serta penerapan kriteria seleksi vendor alat berat dengan batas usia maksimal untuk memastikan efisiensi energi dan pengendalian emisi. Upaya-upaya ini mencakup tindakan pencegahan, pengurangan dampak negatif, serta penguatan dampak positif terhadap lingkungan.

Efektivitas pengelolaan emisi dan energi dipantau melalui indikator seperti penurunan emisi GRK dan peningkatan efisiensi konsumsi energi, serta berbagai target yang tertera dalam *roadmap* keberlanjutan Perseroan yaitu target Net Zero Emission di 2060. Proses evaluasi dilakukan secara berkala dengan memanfaatkan sistem *monitoring digital* serta pelaporan kinerja lingkungan. Hasil evaluasi menunjukkan bahwa Perseroan telah memiliki dasar pengukuran yang kuat melalui penetapan *baseline* pada tahun 2025, yang menjadi acuan untuk pemantauan kinerja di tahun-tahun berikutnya.

Praktik Pengadaan

Praktik pengadaan yang tidak dikelola dengan baik berpotensi menimbulkan dampak negatif seperti inefisiensi, risiko keterlambatan proyek, pemilihan rekanan yang tidak kompeten, hingga potensi pelanggaran etika dan *fraud*. Sebaliknya, pengelolaan pengadaan yang transparan dan akuntabel memberikan dampak positif berupa peningkatan kualitas hasil pekerjaan, optimalisasi biaya, serta penguatan kepercayaan pemangku kepentingan. Perseroan menyadari bahwa keterlibatan terhadap dampak tersebut tidak hanya berasal dari aktivitas internal, tetapi juga melalui hubungan bisnis dengan pemasok dan mitra kerja dalam rantai pasok.

Sebagai bentuk komitmen, Perseroan menerapkan sistem pengadaan yang transparan, terstandarisasi, dan berbasis prinsip tata kelola perusahaan yang baik. Kebijakan dan prosedur pengadaan barang/jasa mengacu pada standar nasional dan internasional (SNI/ISO), serta mengintegrasikan prinsip-prinsip *Environmental, Social, and Governance* (ESG) dalam setiap tahapan proses. Hal ini tertuang dalam Pedoman Pengadaan Barang dan Jasa di Lingkungan Hutama Karya sesuai Peraturan Direksi PT Hutama Karya (Persero) NOMOR PER-10/HK/IX/2025 Tentang Pedoman Pengadaan Barang/Jasa PT Hutama Karya Persero. Kebijakan ini mengatur kriteria terkait aspek-aspek LST yang harus dipenuhi oleh pemasok. Perseroan juga mendorong penggunaan material ramah lingkungan, efisiensi sumber daya, serta kepatuhan terhadap peraturan perundang-undangan. Komitmen ini diperkuat melalui penerapan kode etik, pakta integritas, serta kebijakan yang memastikan seluruh proses pengadaan berjalan secara adil, transparan, dan bertanggung jawab. Praktik pengadaan berada di bawah tanggung jawab Divisi Supply Chain Management.

energy utilization such as Solar Power Plants (PLTS), and the digitalization of energy monitoring. In addition, the Company prepares and implements Environmental Impact Assessment (AMDAL) documents as well as Environmental Management and Monitoring Plans (RKL/RPL), conducts reforestation programs, performs routine maintenance of heavy equipment and operational vehicles, carries out periodic exhaust emission measurements, and applies vendor selection criteria for heavy equipment with a maximum age limit to ensure energy efficiency and emissions control. These initiatives encompass preventive actions, mitigation of negative impacts, and the enhancement of positive environmental impacts.

The effectiveness of emissions and energy management is monitored through indicators such as reductions in greenhouse gas (GHG) emissions and improvements in energy consumption efficiency, as well as various targets outlined in the Company's sustainability roadmap, including the Net Zero Emissions target by 2060. The evaluation process is conducted periodically by leveraging digital monitoring systems and environmental performance reporting. The evaluation results indicate that the Company has established a strong measurement foundation through the determination of baseline data in 2025, which serves as a reference for performance monitoring in subsequent years.

Procurement Practices

Procurement practices that are not properly managed may give rise to negative impacts such as inefficiencies, risks of project delays, selection of non-competent partners, and potential ethical violations and fraud. Conversely, transparent and accountable procurement management generates positive impacts, including improved quality of work outcomes, cost optimization, and strengthened stakeholder trust. The Company recognizes that exposure to such impacts arises not only from internal activities but also through business relationships with suppliers and partners within the supply chain.

As a form of commitment, the Company implements a procurement system that is transparent, standardized, and based on the principles of good corporate governance. Policies and procedures for the procurement of goods and services refer to national and international standards (SNI/ISO) and integrate Environmental, Social, and Governance (ESG) principles at every stage of the process. This is stipulated in the Procurement Guidelines for Goods and Services within Hutama Karya, as set forth in the Board of Directors Regulation of PT Hutama Karya (Persero) Number PER-10/HK/IX/2025 concerning the Procurement Guidelines for Goods and Services of PT Hutama Karya (Persero). The policy establishes criteria relating to environmental, social, and governance (ESG) aspects that must be fulfilled by suppliers. The Company also promotes the use of environmentally friendly materials, resource efficiency, and compliance with applicable laws and regulations. This commitment is reinforced through the implementation of a code of conduct, integrity pacts, and policies that ensure all procurement processes are conducted in a fair, transparent, and accountable manner. Procurement practices are under the responsibility of the Supply Chain Management Division.

Dalam implementasinya, Perseroan mengadopsi berbagai sistem dan mekanisme untuk mengelola risiko dan meningkatkan kualitas pengadaan. Upaya tersebut meliputi penerapan *e-procurement*, penggunaan *vendor management system*, serta penyediaan kanal pelaporan untuk pencegahan *fraud*. Seluruh rekanan yang terlibat telah melalui proses seleksi sesuai dengan kriteria Daftar Rekanan Terseleksi, dengan tingkat ketercapaian sebesar 100%. Selain itu, Perseroan melakukan penilaian kinerja rekanan secara periodik mengacu pada Prosedur Penilaian Kinerja Penyedia Barang/Jasa Jalan Tol Nomor UPT/UPT/P/002, guna memastikan kualitas dan kinerja mitra tetap terjaga serta meminimalkan risiko wanprestasi.

Efektivitas pengelolaan praktik pengadaan ditunjukkan melalui konsistensi dalam penerapan proses seleksi dan evaluasi rekanan, yang dinilai cukup efektif dalam mencegah pemilihan mitra yang berpotensi menimbulkan risiko. Sepanjang tahun 2025, Perseroan melibatkan 754 pemasok lokal atau 100% dari total pemasok, yang mencerminkan dukungan terhadap perekonomian nasional. Evaluasi kinerja pengadaan dilakukan secara berkala dan menjadi dasar untuk perbaikan berkelanjutan, termasuk penguatan integrasi aspek ESG dalam rantai pasok. Proses evaluasi ini senantiasa dipertimbangkan untuk meningkatkan kebijakan dan prosedur operasional, guna memastikan bahwa seluruh rantai nilai Perseroan selaras dengan prinsip pembangunan berkelanjutan.

Kepegawaian

Pengelolaan kepegawaian yang tidak optimal dapat menimbulkan dampak negatif seperti penurunan produktivitas, rendahnya tingkat keterlibatan karyawan, meningkatnya tingkat *turnover*, serta potensi ketidakpuasan terhadap hak dan kondisi kerja. Sebaliknya, pengelolaan yang baik memberikan dampak positif berupa peningkatan motivasi kerja, produktivitas, retensi karyawan, serta penguatan budaya kerja yang sehat dan berkelanjutan. Perseroan menyadari bahwa dampak tersebut dapat terjadi melalui seluruh aktivitas operasional yang melibatkan tenaga kerja di berbagai lini organisasi. Di tahun 2025, dampak aktual negatif tercermin dari peningkatan *turnover* karyawan. Namun, Perseroan memiliki komitmen untuk senantiasa memenuhi hak para pekerjanya.

Sebagai bentuk komitmen, Perseroan menerapkan kebijakan ketenagakerjaan yang berorientasi pada kesejahteraan, kesetaraan kesempatan, serta pemenuhan hak dan kewajiban karyawan sesuai dengan peraturan perundang-undangan yang berlaku. Kebijakan ini diperkuat melalui penerapan praktik kerja yang adil dan inklusif, serta penyediaan berbagai program kesejahteraan karyawan. Dalam implementasinya, Perseroan senantiasa menerapkan sistem kerja yang adil dan inklusif, serta pemenuhan hak-hak karyawan secara konsisten. Perseroan juga secara berkala melakukan survei kepuasan dan keterlibatan karyawan sebagai bagian dari evaluasi efektivitas kebijakan kepegawaian. Hasil survei menjadi dasar dalam mengidentifikasi area perbaikan serta penguatan program yang telah berjalan. Pengelolaan SDM di Perseroan berada di bawah koordinasi Divisi Human Capital.

In its implementation, the Company adopts various systems and mechanisms to manage risks and enhance procurement quality. These efforts include the implementation of e-procurement, the utilization of a vendor management system, and the provision of reporting channels for fraud prevention. All engaged partners have undergone a selection process in accordance with the Selected Vendor List criteria, with an achievement rate of 100%. In addition, the Company conducts periodic performance evaluations of partners in accordance with the Toll Road Goods/Services Provider Performance Evaluation Procedure No. UPT/UPT/P/002, to ensure that partner quality and performance are maintained and to minimize the risk of default.

The effectiveness of procurement management is demonstrated through consistency in the implementation of partner selection and evaluation processes, which are considered effective in preventing the selection of partners that may pose risks. Throughout 2025, the Company engaged 754 local suppliers, representing 100% of total suppliers, reflecting support for the national economy. Procurement performance evaluations are conducted periodically and serve as the basis for continuous improvement, including strengthening the integration of ESG aspects within the supply chain. This evaluation process is continuously considered to enhance policies and operational procedures, ensuring that the Company's entire value chain aligns with the principles of sustainable development.

Employment

Suboptimal human capital management may result in negative impacts such as decreased productivity, low employee engagement, increased turnover rates, and potential dissatisfaction with employee rights and working conditions. Conversely, effective management generates positive impacts, including improved work motivation, productivity, employee retention, and the strengthening of a healthy and sustainable work culture. The Company recognizes that such impacts may arise across all operational activities involving the workforce at various levels of the organization. In 2025, the actual negative impact was reflected in an increase in employee turnover. Nevertheless, the Company remains committed to consistently fulfilling the rights of its employees.

As a form of commitment, the Company implements employment policies that are oriented toward employee welfare, equal opportunity, and the fulfillment of employee rights and obligations in accordance with applicable laws and regulations. These policies are reinforced through the implementation of fair and inclusive labor practices, as well as the provision of various employee welfare programs. In its implementation, the Company consistently applies a fair and inclusive working system while ensuring the fulfillment of employee rights. The Company also conducts periodic employee satisfaction and engagement surveys as part of the evaluation of the effectiveness of its human capital policies. The survey results serve as a basis for identifying areas for improvement and strengthening existing programs. Human capital management within the Company is coordinated under the Human Capital Division.

Efektivitas pengelolaan kepegawaian tercermin dari peningkatan tingkat kepuasan dan keterlibatan karyawan, yang pada tahun 2025 mencapai 82,42%, meningkat dibandingkan tahun 2024 sebesar 81,67%. Peningkatan ini menunjukkan bahwa kebijakan dan program yang diterapkan telah berjalan secara efektif dalam mendukung kesejahteraan dan keterlibatan karyawan. Hasil evaluasi tersebut digunakan sebagai dasar untuk pengembangan kebijakan ke depan, sehingga dapat terus meningkatkan kualitas pengelolaan sumber daya manusia secara berkelanjutan dan selaras dengan tujuan strategis Perseroan.

The effectiveness of human capital management is reflected in the improvement of employee satisfaction and engagement levels, which reached 82.42% in 2025, compared to 81.67% in 2024. This increase indicates that the policies and programs implemented have been effective in supporting employee welfare and engagement. The results of this evaluation are used as a basis for future policy development, enabling the Company to continuously enhance the quality of human capital management in a sustainable manner and in alignment with its strategic objectives.

Keanekaragaman Hayati

Keanekaragaman hayati (*biodiversity*) menjadi aspek penting dalam pengelolaan dampak lingkungan atas pembangunan infrastruktur, mengingat proyek konstruksi dan operasi jalan tol berpotensi memengaruhi ekosistem alami, terutama pada area dengan sensitivitas tinggi seperti hutan, kawasan lindung, serta habitat satwa. Dampak negatif yang mungkin timbul mencakup terganggunya habitat, perubahan pola pergerakan satwa, serta fragmentasi ekosistem. Sebaliknya, pengelolaan yang tepat dapat memberikan dampak positif berupa perlindungan ekosistem, mitigasi gangguan terhadap satwa liar, serta penguatan praktik pembangunan berkelanjutan. Perseroan menyadari bahwa keterlibatan terhadap dampak tersebut terjadi melalui seluruh tahapan proyek, mulai dari perencanaan, konstruksi, hingga operasional. Pelaksanaan kegiatan pelestarian keanekaragaman hayati berada di bawah koordinasi Divisi QHSSE.

Biodiversity

Biodiversity constitutes a critical aspect in managing environmental impacts arising from infrastructure development, considering that toll road construction and operations have the potential to affect natural ecosystems, particularly in highly sensitive areas such as forests, protected areas, and wildlife habitats. Potential negative impacts include habitat disruption, changes in wildlife movement patterns, and ecosystem fragmentation. Conversely, appropriate management can generate positive impacts in the form of ecosystem protection, mitigation of disturbances to wildlife, and the strengthening of sustainable development practices. The Company recognizes that exposure to such impacts occurs across all project phases, from planning and construction to operations. The implementation of biodiversity conservation activities is coordinated under the QHSSE Division.

Sebagai bentuk komitmen, Perseroan mengintegrasikan aspek keanekaragaman hayati dalam proses perencanaan dan pelaksanaan proyek melalui penyusunan dokumen Analisis Mengenai Dampak Lingkungan (AMDAL) serta rencana pengelolaan dan pemantauan lingkungan (RKL-RPL). Pendekatan ini menjadi dasar dalam memastikan bahwa setiap kegiatan proyek telah mempertimbangkan perlindungan lingkungan dan keberlanjutan ekosistem. Perseroan juga berkomitmen untuk memenuhi seluruh ketentuan regulasi lingkungan yang berlaku serta memastikan bahwa seluruh dokumen AMDAL yang disusun telah mendapatkan persetujuan dari Kementerian Lingkungan Hidup dan Kehutanan (KLHK).

As a form of commitment, the Company integrates biodiversity aspects into project planning and execution through the preparation of Environmental Impact Assessment (AMDAL) documents, as well as Environmental Management and Monitoring Plans (RKL-RPL). This approach serves as a foundation to ensure that all project activities have duly considered environmental protection and ecosystem sustainability. The Company is also committed to complying with all applicable environmental regulations and ensuring that all AMDAL documents prepared have obtained approval from the Ministry of Environment and Forestry (KLHK).

Dalam implementasinya, Perseroan melakukan berbagai upaya untuk mengelola dan meminimalkan dampak terhadap keanekaragaman hayati, antara lain melalui identifikasi area sensitif sebelum konstruksi, pelaksanaan RKL-RPL, pengendalian dampak terhadap habitat, serta pemeliharaan *Green Corridor* sebagai bagian dari inisiatif lingkungan. Sepanjang tahun berjalan, seluruh dokumen AMDAL yang disusun telah memenuhi 100% kepatuhan terhadap regulasi yang berlaku. Selain itu, Perseroan juga mengembangkan *roadmap* keberlanjutan sebagai panduan jangka panjang dalam pengelolaan lingkungan. Pada tahun 2025, terdapat 3 (tiga) area yang teridentifikasi sebagai jalur perlintasan satwa, termasuk gajah, reptil, dan primata, sebagaimana dilaporkan

In its implementation, the Company undertakes various measures to manage and minimize impacts on biodiversity, including the identification of sensitive areas prior to construction, the implementation of RKL-RPL, control of impacts on habitats, and the maintenance of Green Corridors as part of environmental initiatives. Throughout the reporting year, all AMDAL documents prepared achieved 100% compliance with applicable regulations. In addition, the Company has developed a sustainability roadmap as a long-term guideline for environmental management. In 2025, three areas were identified as wildlife crossing corridors, including for elephants, reptiles, and primates, as reported by the Environmental and Forestry Agency. In response, the Company adjusted

oleh Dinas Lingkungan Hidup dan Kehutanan. Sebagai respons, Perseroan melakukan penyesuaian desain infrastruktur dengan membangun jembatan primata, *box* reptil, serta penyesuaian desain jembatan untuk memastikan fungsi sebagai jalur perlintasan gajah.

infrastructure designs by constructing primate bridges, reptile box crossing, and modifying bridge designs to ensure functionality as elephant crossing paths.

Hasil evaluasi menunjukkan bahwa langkah mitigasi yang diterapkan telah mampu mengurangi dampak langsung dari kegiatan proyek, meskipun tantangan masih dihadapi pada proyek yang berada di area dengan tingkat sensitivitas tinggi. Hasil implementasi tersebut terus diintegrasikan ke dalam kebijakan dan perencanaan proyek, sehingga memperkuat upaya perlindungan keanekaragaman hayati secara berkelanjutan, serta memastikan keselarasan antara pembangunan infrastruktur dan kelestarian lingkungan.

Evaluation results indicate that the mitigation measures implemented have been able to reduce the direct impacts of project activities, although challenges remain in projects located in highly sensitive areas. The outcomes of these implementations are continuously integrated into Company policies and project planning, thereby strengthening ongoing biodiversity protection efforts and ensuring alignment between infrastructure development and environmental conservation.

Pelatihan dan Pendidikan

Pelatihan dan pendidikan merupakan elemen penting dalam mendukung pengembangan sumber daya manusia yang berkelanjutan, yang pada akhirnya berkontribusi terhadap peningkatan produktivitas dan daya saing Perseroan. Pengelolaan SDM yang tidak optimal dapat berdampak pada kesenjangan kompetensi, penurunan kinerja individu maupun organisasi, serta terbatasnya kesiapan menghadapi perubahan dan tantangan bisnis. Namun, pengembangan kompetensi yang terstruktur memberikan dampak positif berupa peningkatan produktivitas, efektivitas kerja, serta penguatan kapasitas organisasi secara keseluruhan. Perseroan menyadari bahwa dampak tersebut mencakup seluruh jenjang karyawan dan menjadi bagian penting dalam keberlanjutan kinerja perusahaan.

Sebagai bentuk komitmen, Perseroan memiliki Prosedur Perencanaan & Pelaksanaan Pelatihan Talenta Nomor SP/HC/P/022 Tanggal 19 Desember 2025 program pelatihan dan sertifikasi dilaksanakan guna mendukung aspek 10% dari desain pengembangan kompetensi. Aspek 20% didukung dengan pelaksanaan program knowledge management sebagaimana diatur dalam Prosedur Manajemen Pengetahuan Nomor SP/HC/P/021 Tanggal 22 Desember 2025 dan Prosedur Pengelolaan Subject Matter Expert (SME) dan Practitioner Expert Nomor SP/HC/P/020 Tanggal 22 Desember 2025. Perseroan melaksanakan berbagai program pelatihan dan pengembangan kompetensi yang terintegrasi dengan manajemen talenta. Program tersebut mencakup pelatihan teknis dan non-teknis, *coaching*, *mentoring*, serta sistem evaluasi kinerja dan pengembangan karier yang berkelanjutan. Selain itu, Perseroan juga memberikan perhatian khusus terhadap pengembangan karyawan melalui program Pelatihan Masa Persiapan Pensiun sebagai bagian dari tanggung jawab dalam mendukung kesiapan karyawan menghadapi masa transisi kerja. Seluruh kebijakan ini dirancang untuk memastikan peningkatan kompetensi yang selaras dengan kebutuhan organisasi dan perkembangan industri. Pelaksanaan program pelatihan dan pendidikan berada dibawah tanggung jawab Divisi Human Capital.

Training and Education

Training and education constitute essential elements in supporting sustainable human capital development, which ultimately contributes to enhancing the Company's productivity and competitiveness. Suboptimal human capital management may result in competency gaps, declining individual and organizational performance, and limited readiness to address business changes and challenges. Conversely, structured competency development generates positive impacts in the form of increased productivity, improved work effectiveness, and strengthened overall organizational capacity. The Company recognizes that such impacts extend across all levels of employees and form an integral part of sustaining corporate performance.

As a form of commitment, the Company Talent Training Planning and Implementation Procedure Number SP/HC/P/022 dated December 19, 2025, training and certification programs are implemented to support the 10% aspect of the competency development design. The 20% aspect is supported through the implementation of knowledge management programs as stipulated in the Knowledge Management Procedure Number SP/HC/P/021 dated December 22, 2025 and the Procedure for the Management of Subject Matter Experts (SME) and Practitioner Experts Number SP/HC/P/020 dated December 22, 2025. The Company implements various training and competency development programs that are integrated with talent management. These programs include technical and non-technical training, coaching, mentoring, as well as performance evaluation systems and continuous career development. In addition, the Company provides special attention to employee development through the Pre-Retirement Training Program as part of its responsibility to support employees in preparing for the transition period. All of these policies are designed to ensure competency enhancement aligned with organizational needs and industry developments. The implementation of training and education programs is under the responsibility of the Human Capital Division.

Efektivitas pelatihan dan pendidikan diukur melalui peningkatan kompetensi dan capaian kinerja individu maupun organisasi. Sepanjang tahun 2025, total jam pelatihan karyawan meningkat menjadi 87.572 jam, dibandingkan tahun 2024 sebesar 83.549 jam.

The effectiveness of training and education is measured through improvements in competencies and the achievement of individual and organizational performance. Throughout 2025, total employee training hours increased to 87,572 hours, compared to 83,549 hours in 2024.

Pengelolaan Air

Pengelolaan air merupakan aspek penting dalam kegiatan konstruksi dan operasi jalan tol, aktivitas tersebut membutuhkan penggunaan air dalam jumlah signifikan serta berpotensi menimbulkan dampak terhadap kualitas lingkungan perairan. Dampak negatif yang dapat terjadi mencakup penurunan kualitas air akibat limpasan permukaan, sedimentasi, serta potensi pencemaran dari aktivitas proyek. Pengelolaan air yang efektif memberikan dampak positif berupa efisiensi penggunaan sumber daya air, perlindungan kualitas lingkungan, serta pengurangan risiko terhadap ekosistem di sekitar area operasional. Perseroan menyadari bahwa keterlibatan terhadap dampak tersebut terjadi sepanjang siklus kegiatan proyek, mulai dari konstruksi hingga operasional.

Komitmen Perseroan juga tertuang dalam Kebijakan *Quality, Health, Safety, Security & Environment Management System* (QHSSEMS) yang menyatakan bahwa sebagai bentuk komitmen, Perseroan menerapkan pengelolaan air yang bertanggung jawab dengan tujuan memastikan efisiensi penggunaan air serta perlindungan terhadap kualitas sumber daya air.

Perseroan senantiasa melaksanakan berbagai upaya pengelolaan air, antara lain melalui *monitoring* penggunaan air di proyek, pengelolaan limpasan air dan sedimentasi, penerapan sistem drainase yang baik, serta pengolahan air limbah sebelum dibuang ke lingkungan. Efektivitas pengelolaan air juga dipantau melalui pengujian kualitas air secara berkala dan pemantauan volume penggunaan air untuk memastikan kesesuaian dengan standar yang berlaku. Secara umum, pengelolaan air telah berjalan sesuai ketentuan dengan tingkat kepatuhan yang tinggi terhadap standar lingkungan. Pada tahun 2025, pengukuran penggunaan air mengalami perluasan lingkup sehingga tidak dapat dibandingkan secara langsung dengan tahun 2024, namun tetap menjadi dasar penting dalam peningkatan sistem pemantauan ke depan.

Efektivitas pengelolaan air dievaluasi melalui indikator efisiensi penggunaan air, kepatuhan terhadap baku mutu kualitas air, serta hasil pemantauan kualitas dan volume penggunaan air di lapangan. Hasil evaluasi menunjukkan bahwa sistem pengelolaan air telah berjalan efektif dan sesuai dengan ketentuan yang berlaku.

Pelaksanaan pengelolaan air yang efektif menunjukkan pentingnya penguatan koordinasi antarunit kerja dan peningkatan sistem monitoring untuk mendukung efektivitas pengendalian dampak lingkungan, yang kemudian diintegrasikan ke dalam kebijakan dan prosedur operasional Perseroan. Keterlibatan pemangku kepentingan seperti masukan dari masyarakat sekitar turut menjadi dasar dalam program pengelolaan air serta evaluasi efektivitas tindakan yang telah diterapkan.

Water Management

Water management constitutes an important aspect of toll road construction and operational activities, as such activities require significant water usage and have the potential to impact the quality of aquatic environments. Potential negative impacts include deterioration of water quality due to surface runoff, sedimentation, and the risk of pollution arising from project activities. Effective water management provides positive impacts in the form of efficient utilization of water resources, protection of environmental quality, and mitigation of risks to ecosystems surrounding operational areas. The Company recognizes that exposure to such impacts occurs throughout the project lifecycle, from construction to operations.

The Company's commitment is also reflected in its Quality, Health, Safety, Security, and Environment Management System (QHSSEMS) Policy, which states that, as part of its commitment, the Company implements responsible water management practices aimed at ensuring efficient water use and safeguarding the quality of water resources.

The Company consistently undertakes various water management initiatives, including monitoring water usage at project sites, managing runoff and sedimentation, implementing proper drainage systems, and treating wastewater prior to discharge into the environment. The effectiveness of water management is also monitored through periodic water quality testing and monitoring of water consumption volumes to ensure compliance with applicable standards. In general, water management has been carried out in accordance with prevailing regulations, demonstrating a high level of compliance with environmental standards. In 2025, the scope of water usage measurement was expanded, rendering it not directly comparable with 2024; however, it remains an important basis for enhancing monitoring systems in the future.

The effectiveness of water management is evaluated through indicators such as water use efficiency, compliance with water quality standards, and the results of monitoring water quality and consumption volumes in the field. The evaluation results indicate that the water management system has been implemented effectively and in accordance with applicable regulations.

The implementation of effective water management highlights the importance of strengthening coordination among work units and enhancing monitoring systems to support the effectiveness of environmental impact management. These measures are subsequently integrated into the Company's policies and operational procedures. Stakeholder engagement, including input from surrounding communities, also serves as a basis for the Company's water management programs and the evaluation of the effectiveness of the measures implemented.





Strategi Keberlanjutan
Sustainability Strategy



Penjelasan Strategi Keberlanjutan [OJK A.1]
Sustainability Strategy Explanation

Perseroan memperkuat strategi dan komitmen keberlanjutan melalui perumusan pilar keberlanjutan sebagai acuan dalam menjalankan bisnis. Pilar tersebut mencakup isu yang dianggap material oleh Perseroan dengan memetakan potensi risiko dan peluangnya. Strategi keberlanjutan disusun dan mendapat persetujuan oleh Direksi serta melalui telaah dan persetujuan oleh Dewan Komisaris. Strategi keberlanjutan disusun untuk memastikan bahwa prinsip integritas dan keberlanjutan terintegrasi secara substantif dalam perumusan strategi jangka panjang, sehingga akan menciptakan nilai perusahaan secara berkelanjutan. Penanggungjawab penerapan strategi keberlanjutan disajikan pada bagian Tata Kelola Keberlanjutan. Adapun pilar keberlanjutan yang dimiliki Perseroan sebagai berikut.

The Company strengthens its sustainability strategy and commitment through the formulation of sustainability pillars as a reference in conducting its business activities. These pillars encompass issues considered material by the Company through the identification of their associated risks and opportunities. The sustainability strategy is prepared and approved by the Board of Directors and subsequently reviewed and approved by the Board of Commissioners. The sustainability strategy is designed to ensure that the principles of integrity and sustainability are substantively integrated into the formulation of the Company's long-term strategy, thereby creating sustainable corporate value. Information regarding the parties responsible for the implementation of the sustainability strategy is presented in the Sustainability Governance section. The Company's sustainability pillars are as follows.

Pilar Keberlanjutan
Sustainability Pillars

Bisnis yang Lebih Baik Better Business	Sumber Daya Manusia yang Lebih Baik Better Society	Planet yang Lebih Baik Better Planet
a. Governansi Korporat dan Etika b. Kebijakan dan Regulasi c. Kinerja Ekonomi d. Inovasi e. Pengelolaan Rantai Pasokan	a. Pengembangan Masyarakat dan Pertumbuhan Inklusif b. Hak Asasi Manusia c. Pengembangan Sumber Daya Manusia d. Keselamatan, Kesehatan, dan Kesejahteraan	a. Energi b. Perubahan Iklim c. Penatalayanan Air d. Pengelolaan Limbah e. Keanekaragaman Hayati
a. Corporate Governance and Ethics b. Policies and Regulations c. Economic Performance d. Innovation e. Supply Chain Management	a. Community Development and Inclusive Growth b. Human Rights c. Human Resource Development d. Safety, Health, and Well-being	a. Energy b. Climate Change c. Water Stewardship d. Waste Management e. Biodiversity

Sejalan dengan pilar keberlanjutan yang ditetapkan, Perseroan juga telah menyusun target jangka panjang yang dituangkan ke dalam *roadmap* ESG 2025 – 2030 sebagai panduan strategis dalam mengimplementasikan prinsip keberlanjutan. Kerangka waktu implementasi ESG Perseroan disusun dalam lima fase yang menggambarkan tingkatan kematangan ESG secara bertahap. Roadmap ESG yang disusun sebagai berikut.

In alignment with the established sustainability pillars, the Company has also defined long-term targets articulated in the ESG Roadmap 2025–2030, serving as a strategic guideline for the implementation of sustainability principles. The Company's ESG implementation timeline is structured into five phases, reflecting a progressive level of ESG maturity. The ESG Roadmap is outlined as follows.

2025 (*Foundation*)	2026 (*Embed*)	2027 (*Elevate*)	2028 (*Advance*)	2029/2030 (*Excellence*)
Membangun dasar kebijakan dan tata kelola ESG sebagai fondasi awal penerapan keberlanjutan di seluruh lini perusahaan Establishing the foundational policies and ESG governance framework as the initial basis for implementing sustainability across all lines of the Company	Mengintegrasikan prinsip ESG ke dalam proses bisnis dan pengambilan keputusan secara konsisten Integrating ESG principles into business processes and decision-making in a consistent manner	Meningkatkan kinerja ESG perusahaan melalui penguatan sistem, inovasi program, dan kolaborasi strategis Enhancing the Company's ESG performance through the strengthening of systems, program innovation, and strategic collaboration	Mengakselerasi inisiatif ESG dengan pendekatan berbasis data dan perluasan dampak ke seluruh rantai nilai Accelerating ESG initiatives through a data-driven approach and expanding impact across the entire value chain	Menjadi perusahaan acuan nasional dalam praktik ESG dengan kinerja unggul dan kontribusi nyata Becoming a national benchmark company in ESG practices with superior performance and tangible contributions

Roadmap ini mencakup rencana implementasi ESG secara bertahap selama lima tahun, mulai dari fase *Foundation* (2025) hingga fase *Excellence* (2029/2030), serta disusun dalam tiga pilar utama: Lingkungan, Sosial, dan Tata Kelola. Adapun ESG Roadmap & inisiatif strategis Perseroan sebagai berikut.

The roadmap sets forth a staged ESG implementation plan over a five-year horizon, beginning with the Foundation phase (2025) and progressing toward the Excellence phase (2029/2030). The roadmap is organized into three principal pillars, comprising Environmental, Social, and Governance. The Company's ESG Roadmap and corresponding strategic initiatives are presented as follows.

	2025	2026	2027	2028	2029/2030
	Foundation	***Embed***	***Elevate***	***Advance***	***Excellence***
Milestone Milestone	Membangun dasar kebijakan dan tata kelola ESG sebagai fondasi awal penerapan keberlanjutan di seluruh (100%) lini perusahaan. Establishing ESG policy and governance as the initial foundation for the implementation of sustainability across all (100%) lines of the Company.	Meningkatkan kinerja ESG perusahaan melalui penguatan sistem, inovasi program, dan kolaborasi strategis. Enhancing the Company's ESG performance through the strengthening of systems, program innovation, and strategic collaborations.	Meningkatkan kinerja ESG perusahaan melalui penguatan sistem, inovasi program, dan kolaborasi strategis. Enhancing the Company's ESG performance through the strengthening of systems, program innovation, and strategic collaborations.	Mengakselerasi inisiatif ESG dengan pendekatan berbasis data dan perluasan dampak ke seluruh rantai nilai. Accelerating ESG initiatives through a data-driven approach and the expansion of impact across the entire value chain.	Menjadi perusahaan acuan nasional dalam praktik ESG dengan kinerja unggul dan kontribusi nyata. Becoming a national benchmark company in ESG practices with superior performance and tangible contributions.
Lingkungan Environmental	Penetapan kebijakan pengelolaan keanekaragaman hayati, limbah, emisi, energi, air, dan material pelatihan SDM, dan pelaporan standar global. Establishment of policies on the management of biodiversity, waste, emissions, energy, water, and materials, human capital training, and global standard reporting.	1. *Climate Risk Scenario Analysis* 2. Sertifikasi ISO 50001 3. GIS AFOLU 4. Kebijakan *Water Circular* 5. *Life Cycle Training* ISO 14040 ISO 14044 1. Climate Risk Scenario Analysis 2. ISO 50001 Certification 3. GIS AFOLU 4. Water Circular Policy 5. Life Cycle Training ISO 14040 ISO 14044	1. Integrasi prinsip *circular economy* 2. Integrasi risiko iklim 3. Integrasi pengelolaan air dalam desain konstruksi 4. Material berkelanjutan 1. Integration of circular economy principles 2. Integration of climate risk 3. Integration of water management in construction design 4. Sustainable materials	1. Emisi *Scope* 3 Sudah mulai dihitung 2. *Green Building Management* 3. Pilor Program 3R 4. *Water Sensitive Design* 1. Scope 3 emissions have begun to be calculated 2. Green Building Management 3. 3R program pillar 4. Water Sensitive Design	1. Alat Berat EV ada 2. *Smart Energy* Manajemen 3. ISO 14064 *for all* HK 4. *Biodiversity Mapping* 5. *Waste tracking Dashboard* 6. ISO 46001 *Water Efficiency* 7. Pelacakan Material Hulu-hilir 1. Availability of EV heavy equipment 2. Smart energy management 3. ISO 14064 for all HK 4. Biodiversity mapping 5. Waste tracking dashboard 6. ISO 46001 water efficiency 7. Upstream–downstream material tracking
Sosial Social	Penetapan/pemantauan kebijakan dan prosedur terkait sistem K3L, pelatihan karyawan, *social mapping, stakeholder engagement, grievance mechanism,* pengukuran IKM & SROI, dan strategi *talent pipeline.* Establishment/ monitoring of policies and procedures related to the HSE system, employee training, social mapping, stakeholder engagement, grievance mechanism, measurement of CSI & SROI, and talent pipeline strategy.	1. Penguatan *safety awareness* 2. Pelaksanaan pelatihan terkait ESG dan pra-pensiun 3. *Capacity building* tim lapangan dalam pemberdayaan masyarakat 4. Kebijakan dan sistem pelaporan Diversity, Equity, and Inclusion (DEI) 1. Strengthening safety awareness 2. Implementation of training related to ESG and pre-retirement 3. Capacity building of field teams in community empowerment 4. Diversity, Equity, and Inclusion (DEI) policy and reporting system	1. Penguatan & resertifikasi *safety awareness* 2. Penyediaan saluran *blended learning* 3. Peningkatan program unggulan pemberdayaan masyarakat (*comdev*) 4. Implementasi DEI 1. Strengthening and recertification of safety awareness 2. Provision of blended learning channels 3. Enhancement of flagship community development (comdev) programs 4. Implementation of DEI	1. Peningkatan *safety awareness* 2. Perkenalan metode *blended learning* 3. Replikasi program unggulan *comdev* ke lokasi proyek lainnya 4. *Refreshment* DEI 1. Improvement of safety awareness 2. Introduction of blended learning methods 3. Replication of flagship community development (comdev) programs to other project locations 4. DEI refreshment	1. Kontinuitas peningkatan *safety awareness* 2. Kontinuitas pelatihan karyawan 3. Mengkaji ulang capaian & menyusun *roadmap comdev* berikutnya 4. Kontinuitas DEI 1. Continuity in improving safety awareness 2. Continuity of employee training 3. Review of achievements and preparation of the next community development (comdev) roadmap 4. Continuity of DEI

	2025	2026	2027	2028	2029/2030
	Foundation	*Embed*	*Elevate*	*Advance*	*Excellence*
Tata Kelola Governance	Penguatan kebijakan terkait rantai pasok, tata kelola, antikorupsi, dan ketahanan ekonomi berbasis ESG serta peningkatan pemahaman *disclosure* berdasarkan IFRS S1 & S2 kepada 100% tim PMO ESG. Strengthening policies related to supply chain, governance, anti-corruption, and ESG-based economic resilience, as well as enhancing understanding of disclosure based on IFRS S1 & S2 to PMO ESG Team.	Penguatan rantai pasok, tata kelola, antikorupsi, dan ketahanan ekonomi berbasis ESG serta implementasi IFRS S1 & S2. Strengthening supply chain, governance, anti-corruption, and ESG-based economic resilience, as well as the implementation of IFRS S1 & S2.	Penguatan dan peninjauan Kembali kebijakan terkait rantai pasok, tata kelola, antikorupsi, dan ketahanan ekonomi berbasis ESG, serta perbaikan implementasi IFRS S1 & S2. Strengthening and review of policies related to supply chain, governance, anti-corruption, and ESG-based economic resilience, as well as improvement in the implementation of IFRS S1 & S2.	Penguatan rantai pasok, tata kelola, antikorupsi, dan ketahanan ekonomi berbasis ESG, implementasi IFRS S1 & S2 serta Pembaharuan sertifikasi ISO 37001. Strengthening supply chain, governance, anti-corruption, and ESG-based economic resilience, implementation of IFRS S1 & S2, as well as renewal of ISO 37001 certificationsertifikasi ISO 37001.	Penguatan rantai pasok, tata kelola, antikorupsi, dan ketahanan ekonomi berbasis ESG serta implementasi IFRS S1 & S2. Strengthening supply chain, governance, anti-corruption, and ESG-based economic resilience, as well as the implementation of IFRS S1 & S2.

Adapun inisiatif yang dilaksanakan dalam mencapai target di dalam roadmap ESG sebagai berikut.

The initiatives implemented to achieve the targets outlined in the ESG Roadmap are as follows.

2025	
Inisiatif Strategi Strategic Initiatives	**Realisasi** Realization
Membangun dasar kebijakan dan tata kelola ESG sebagai fondasi awal penerapan keberlanjutan di seluruh (100%) lini perusahaan Establishing ESG policy and governance as the foundational basis for the implementation of sustainability across all (100%) lines of the Company	Perseroan telah membangun dasar tata kelola ESG melalui penyusunan kebijakan yang selaras dengan regulasi dan prinsip ESG, dan telah integrasi ke dalam visi dan misi perusahaan sebagai fondasi penerapan keberlanjutan di seluruh lini perusahaan, serta pembentukan Komite *Sustainability* sebagai wujud komitmen terhadap penerapan keberlanjutan. The Company has established a foundational ESG governance framework through the formulation of policies aligned with prevailing regulations and ESG principles, which have been integrated into the Company's vision and mission as the basis for implementing sustainability across all business lines. In addition, the establishment of the Sustainability Committee reflects the Company's commitment to sustainability implementation.
Penetapan kebijakan pengelolaan keanekaragaman hayati, limbah, emisi, energi, air, dan material pelatihan SDM dan pelaporan standar global. Establishment of policies on the management of biodiversity, waste, emissions, energy, water, and materials, human capital training, and global standard reporting.	Perseroan telah menetapkan komitmen pengelolaan keanekaragaman hayati, limbah, emisi, energi, air, dan material sebagaimana tertuang dalam Kebijakan *Quality, Health, Safety, Security & Environment Management System* (QHSSEMS) serta Road Traffic Safety Management System (RTSMS) Nomor 2021/KPTS/66/VII/2024, yang selanjutnya diimplementasikan melalui prosedur dan instruksi kerja terkait. Terkait pengelolaan pelatihan SDM, Perseroan telah menyusun Prosedur Perencanaan & Pelaksanaan Pelatihan Talenta sebagai pedoman dalam merencanakan dan melaksanakan program pengembangan kompetensi karyawan secara terstruktur dan berkelanjutan. Dalam pelaporan ESG, Perseroan secara bertahap telah mengacu pada standar global, seperti GRI dan SASB, guna meningkatkan kualitas, transparansi, dan keterbandingan informasi yang disampaikan. The Company has defined its commitments to the management of biodiversity, waste, emissions, energy, water, and materials as stipulated in the Quality, Health, Safety, Security & Environment Management System (QHSSEMS) Policy and the Road Traffic Safety Management System (RTSMS) No. 2021/KPTS/66/VII/2024, which are subsequently implemented through relevant procedures and work instructions. With regard to human capital training management, the Company has established the Talent Training Planning & Implementation Procedure as a guideline for planning and executing employee competency development programs in a structured and sustainable manner. In ESG reporting, the Company has progressively referred to global standards, such as GRI and SASB, in order to enhance the quality, transparency, and comparability of the disclosed information.

2025	
Inisiatif Strategi Strategic Initiatives	**Realisasi** Realization
Penetapan/pemantauan kebijakan dan prosedur terkait sistem K3L, pelatihan karyawan, *social mapping*, *stakeholder engagement, grievance mechanism*, pengukuran IKM & SROI, dan strategi *talent pipeline*. Establishment/monitoring of policies and procedures related to the HSE system, employee training, social mapping, stakeholder engagement, grievance mechanism, measurement of CSI & SROI, and talent pipeline strategy.	Perseroan telah secara berkelanjutan melakukan pemantauan penerapan kebijakan sistem K3L melalui penyampaian *lesson learned* secara berkala dalam Rapat Direksi mingguan. Selain itu, Perseroan juga melakukan reviu dan pembaruan atas Prosedur Perencanaan & Pelaksanaan Pelatihan Talenta, serta tengah menyusun prosedur terkait *social mapping, stakeholder engagement, grievance mechanism*, serta pengukuran IKM dan SROI. The Company has continuously monitored the implementation of Occupational Health, Safety, and Environment (HSE) system policies through the periodic submission of lesson learned reports in weekly Board of Directors meetings. In addition, the Company has conducted reviews and updates to the Talent Training Planning & Implementation Procedure and is currently developing procedures related to social mapping, stakeholder engagement, grievance mechanisms, as well as the measurement of the Customer Satisfaction Index (CSI) and Social Return on Investment (SROI).
Penguatan kebijakan terkait rantai pasok, tata kelola, antikorupsi, dan ketahanan ekonomi berbasis ESG serta peningkatan pemahaman *disclosure* berdasarkan IFRS S1 & S2 kepada 100% tim PMO ESG. Strengthening policies related to supply chain, governance, anti-corruption, and ESG-based economic resilience, as well as enhancing understanding of disclosure based on IFRS S1 & S2 to PMO ESG Team.	Pada aspek rantai pasok, Perseroan telah mendorong penerapan prinsip pengadaan berkelanjutan melalui integrasi kriteria ESG dalam proses seleksi dan evaluasi mitra kerja. Implementasi tersebut telah dituangkan dalam pedoman pengadaan barang dan jasa, yang selanjutnya diturunkan ke dalam berbagai prosedur operasional terkait guna memastikan konsistensi penerapan di seluruh lini organisasi. Selain itu, manajemen secara konsisten melakukan penguatan pada aspek tata kelola dan antikorupsi melalui pembaruan berbagai kebijakan strategis pada tahun 2025, antara lain Kebijakan Komitmen Anti-Fraud, GCG Code, *Code of Conduct*, serta *Board Manual* yang telah diselaraskan dengan prinsip ESG. Pembaruan ini bertujuan untuk memperkuat integritas, transparansi, dan akuntabilitas dalam seluruh aktivitas bisnis Perseroan. Pada tahun 2025, Perseroan juga telah meningkatkan kompetensi seluruh (100%) tim PMO ESG dalam memahami standar pengungkapan keberlanjutan berbasis IFRS S1 dan IFRS S2 melalui pelaksanaan *in-house training awareness* ESG yang diselenggarakan pada 18 Juni 2025. Kegiatan ini merupakan bagian dari upaya Perseroan dalam memperkuat kualitas pelaporan keberlanjutan agar lebih transparan, andal, dan selaras dengan standar internasional. In the supply chain aspect, the Company has promoted the implementation of sustainable procurement principles through the integration of ESG criteria into the selection and evaluation processes of business partners. Such implementation has been formalized in the procurement guidelines for goods and services, which are further translated into various related operational procedures to ensure consistent application across all organizational levels. Furthermore, Management has consistently strengthened governance and anti-corruption aspects through updates to various strategic policies in 2025, including the Anti-Fraud Commitment Policy, GCG Code, Code of Conduct, and Board Manual, all of which have been aligned with ESG principles. These updates aim to reinforce integrity, transparency, and accountability across all of the Company's business activities. In 2025, the Company also enhanced the competencies of all (100%) ESG PMO team members in understanding sustainability disclosure standards based on IFRS S1 and IFRS S2 through the implementation of an in-house ESG awareness training held on June 18, 2025. This initiative forms part of the Company's efforts to strengthen the quality of sustainability reporting to ensure it is more transparent, reliable, and aligned with international standards.

Dengan demikian, beberapa target kuantitatif kunci yang akan dicapai 5 (lima) tahun ke depan (tahun 2029/2030), di antaranya sebagai berikut:

1. Mencapai keseimbangan antara ruang terbangun dan ruang terbuka hijau (RTH) mencapai rasio 70:30
2. Menerapkan konsepsi ekonomi sirkuler, yang secara kuantitatif diiringi dengan peningkatan upaya 3R (*reduce, reuse, recycle*) yang mencapai rasio 50%, mengacu *baseline* year tahun 2025
3. *Target Social Return on Investment* lebih dari 1,5
4. Karyawan dengan disabilitas berjumlah 1 % dari jumlah total karyawan
5. Proporsi vendor lokal minimal 70%.

Accordingly, the key quantitative targets to be achieved over the next five years (2029/2030) include the following:

1. Achieving a balance between built-up areas and green open spaces (GOS), with a target ratio of 70:30.
2. Implementing circular economy principles, supported quantitatively by increasing 3R (reduce, reuse, recycle) initiatives to achieve a ratio of 50%, using 2025 as the baseline year.
3. Achieving a Social Return on Investment (SROI) target of greater than 1.5.
4. Ensuring that employees with disabilities represent 1% of the total workforce.
5. Maintaining a minimum proportion of 70% local vendors.

Strategi Dalam Pengelolaan Risiko dan Peluang Terkait Keberlanjutan [GRI 201-2, IFRS S1-STRATEGY, IFRS S2-STRATEGY, IFRS S1-METRIC AND TARGET, IFRS S2-METRIC AND TARGET, IFRS S1-RISK MANAGEMENT, IFRS S2-RISK MANAGEMENT]

Perubahan iklim menurut Hutama Karya merupakan salah satu risiko global yang berpotensi memengaruhi keberlanjutan operasional perusahaan, terutama melalui peningkatan emisi gas rumah kaca (GRK) dan dampaknya terhadap lingkungan. Sejalan dengan komitmen Perseroan dalam mendukung upaya mitigasi perubahan iklim, Hutama Karya secara aktif memantau dan mengelola emisi GRK yang dihasilkan dari kegiatan operasional guna meminimalkan dampak lingkungan serta mendukung pembangunan berkelanjutan.

Perseroan telah melakukan identifikasi risiko dan peluang terkait keberlanjutan termasuk perubahan iklim. Perseroan telah menetapkan *time horizon* terkait risiko Perseroan yang dikategorikan dengan *short* (*at the moment*/selama tahun berjalan), *medium* (setelah satu tahun/1 – 3 tahun), dan *Long* (lebih dari 3 tahun). Namun demikian, Perseroan belum mengukur besarnya implikasi finansial terkait risiko dan peluang keberlanjutan dan perubahan iklim.

Adapun risiko dan peluang terkait keberlanjutan termasuk perubahan iklim sebagai berikut.

Tabel Risiko Keberlanjutan dan Perubahan Iklim
Table of Sustainability and Climate Change Risks

Risiko terkait Keberlanjutan Sustainability-Related Risks	**Deskripsi Risiko Keberlanjutan** Description of Sustainability Risks	**Potensi Dampak Negatif** Potential Negative Impacts	**Jangka Waktu Dampak** Impact Time Horizon		
			Pendek Short	**Menengah** Medium	
Etika dan Pedoman Perilaku Code of Ethics and Conduct					
Risiko pelanggaran kode etik, *fraud*, gratifikasi, dan benturan kepentingan. (Kemungkinan terjadi: Sedang) Risk of violations of the code of ethics, fraud, gratification, and conflicts of interest. (Likelihood: Medium)	Risiko terjadinya pelanggaran kode etik, *fraud*, gratifikasi, dan benturan kepentingan oleh pegawai/manajemen apabila budaya integritas, pengendalian internal, dan mekanisme pengawasan tidak berjalan efektif. Risk of violations of the code of ethics, fraud, gratification, and conflicts of interest by employees/management if integrity culture, internal controls, and oversight mechanisms are not effectively implemented.	Kerugian finansial akibat *fraud*, sanksi regulator, tuntutan hukum, serta kerusakan reputasi PT Hutama Karya (Persero) yang menurunkan kepercayaan publik dan investor. Financial losses due to fraud, regulatory sanctions, legal claims, and reputational damage to PT Hutama Karya (Persero), which may reduce public and investor confidence.	Kerugian finansial dan gangguan operasional akibat investigasi, penghentian proses, dan tindakan korektif. Financial losses and operational disruptions resulting from investigations, process suspensions, and corrective actions.	Penurunan kepercayaan regulator/investor serta peningkatan biaya kepatuhan dan pengawasan. Decline in regulator and investor confidence, as well as increased compliance and monitoring costs.	
Tata Kelola Governance					
Risiko reputasi dan penurunan kepercayaan akibat kelemahan tata kelola (GCG). (Kemungkinan terjadi: Sedang) Reputation Risk and Decline in Trust Due to Weaknesses in Good Corporate Governance. (GCG) (Probability of Occurrence: Moderate)	Risiko penurunan kepercayaan pemangku kepentingan apabila penerapan GCG, transparansi, dan kepatuhan tidak memadai (mis. lemahnya oversight, pelaporan, serta pengendalian internal). The risk of declining stakeholder trust may arise if the implementation of GCG principles, transparency, and compliance is inadequate (e.g., weak oversight, reporting, and internal control systems).	Penurunan kepercayaan investor dan publik, potensi sanksi/*regulatory action*, peningkatan biaya kepatuhan, serta tekanan pada akses pendanaan dan biaya dana. Declining investor and public confidence, potential sanctions or regulatory actions, increased compliance costs, as well as pressure on access to funding and cost of capital.	Meningkatnya temuan audit/regulator, biaya remediasi, serta gangguan efektivitas pengambilan keputusan. Increased audit or regulatory findings, remediation costs, and disruptions to the effectiveness of decision-making processes.	Menurunnya kepercayaan investor/mitra serta tekanan pada penilaian GCG dan *ESG Rating*. Declining investor and partner confidence, as well as pressure on GCG assessment and ESG ratings.	

Strategy for Managing Sustainability-Related Risks and Opportunities [GRI 201-2, IFRS S1-STRATEGY, IFRS S2-STRATEGY, IFRS S1-METRIC AND TARGET, IFRS S2-METRIC AND TARGET, IFRS S1-RISK MANAGEMENT, IFRS S2-RISK MANAGEMENT]

Climate change, according to Hutama Karya, constitutes one of the global risks that may affect the sustainability of the Company's operations, particularly through increased greenhouse gas (GHG) emissions and their impact on the environment. In line with the Company's commitment to supporting climate change mitigation efforts, Hutama Karya actively monitors and manages GHG emissions generated from its operational activities in order to minimize environmental impacts and support sustainable development.

The Company has conducted identification of risks and opportunities related to sustainability, including climate change. The Company has established time horizons for its risks, categorized as short (at the moment/during the current year), medium (after one year/1–3 years), and long (more than 3 years). However, the Company has not yet measured the magnitude of the financial implications related to sustainability risks and opportunities and climate change.

The risks and opportunities related to sustainability, including climate change, are as follows.

	Jangka Waktu Dampak Impact Time Horizon **Panjang** Long	**Analisis Dampak pada Laporan Keuangan** Analysis of Impact on Financial Statements	**Akun Laporan Keuangan yang Terdampak** Affected Financial Statement Accounts	**Penyesuaian Model Bisnis dan Strategi/Mitigasi Risiko** Business Model Adjustments and Risk Mitigation Strategies
	Dampak penurunan reputasi berkepanjangan yang dapat menekan pertumbuhan bisnis dan keberlanjutan PT Hutama Karya (Persero). Long-term reputational deterioration that may hinder business growth and the sustainability of PT Hutama Karya (Persero).	• Potensi tuntutan hukum atau kompensasi kepada regulator terkait pelanggaran kode etik, *fraud*, gratifikasi, atau benturan kepentingan • Potensi kerugian karena menurunnya kepercayaan investor sehingga mengurangi akses terhadap pendanaan atau investasi. • Penurunan reputasi PT. Hutama Karya (Persero) yang dapat memicu hilangnya mitra/*owner* dan menurunkan kepercayaan publik. • Potential legal claims or compensation to regulators related to violations of the code of ethics, fraud, gratification, or conflicts of interest; • Potential losses due to decreased investor confidence, reducing access to funding or investment; • Reputational decline of PT Hutama Karya (Persero), which may lead to loss of partners/clients and reduced public trust.	• Beban Operasional • Liabilitas Provisi atas Gugatan Hukum • Operating Expenses • Provision Liabilities for Legal Claims	* PT. Hutama Karya (Persero) telah memiliki kebijakan internal terkait gratifikasi * PT. Hutama Karya (Persero) telah berkomitmen untuk terus menjaga integritas dengan penandatanganan pakta integritas * Melaksanakan Program Antikorupsi untuk memberikan *awareness* kepada pegawai * PT Hutama Karya (Persero) has established internal policies related to gratification; * PT Hutama Karya (Persero) is committed to maintaining integrity through the signing of integrity pacts; * Implementation of Anti-Corruption Programs to raise employee awareness
	Penurunan reputasi berkelanjutan yang dapat menekan kinerja, daya saing, dan keberlanjutan PT. Hutama Karya (Persero). Prolonged reputational decline that may negatively affect performance, competitiveness, and the sustainability of PT Hutama Karya (Persero).	• Potensi kerugian karena menurunnya kepercayaan investor sehingga mengurangi akses terhadap pendanaan atau investasi. • Penurunan reputasi PT. Hutama Karya (Persero) yang dapat memicu hilangnya mitra/owner dan menurunkan kepercayaan publik. • Potential financial losses due to declining investor confidence, resulting in reduced access to funding or investment • Reputational damage to PT Hutama Karya (Persero) that may lead to loss of partners/owners and decreased public trust	• Beban Operasional • Kas dan Setara Kas • Operating Expenses • Cash and Cash Equivalents	PT. Hutama Karya (Persero) telah melakukan penguatan anti korupsi, antifraud dan anti penyuapan, serta Tim Komite GCG PT Hutama Karya (Persero) has strengthened its anti-corruption, anti-fraud, and anti-bribery frameworks, and has established a GCG Committee Team

Risiko terkait Keberlanjutan Sustainability-Related Risks	**Deskripsi Risiko Keberlanjutan** Description of Sustainability Risks	**Potensi Dampak Negatif** Potential Negative Impacts	**Jangka Waktu Dampak** Impact Time Horizon		
			Pendek Short	**Menengah** Medium	
Ketenagakerjaan **Employment**					
Risiko *turnover* tinggi dan gap kompetensi. (Kemungkinan terjadi: Sedang) High Employee Turnover Risk and Competency Gap. (Probability of Occurrence: Moderate)	Risiko tingginya *turnover* karyawan, ketimpangan kompetensi, serta rendahnya kesiapan SDM terhadap transformasi digital dan ESG. The risk of high employee turnover, competency imbalance, and low workforce readiness in response to digital transformation and ESG requirements	Penurunan produktivitas, peningkatan biaya rekrutmen, pelatihan, serta risiko terganggunya operasional dan kualitas layanan PT. Hutama Karya (Persero). Declining productivity, increased recruitment and training costs, as well as risks of operational disruption and reduced service quality of PT Hutama Karya (Persero).	Kesulitan memenuhi kebutuhan kompetensi strategis PT. Hutama Karya (Persero) dan keterlambatan inisiatif transformasi. Difficulty in fulfilling strategic competency requirements of PT Hutama Karya (Persero) and delays in transformation initiatives	Penurunan daya saing jangka panjang serta risiko kehilangan talenta terbaik. Long-term decline in competitiveness and the risk of losing key talent.	
Hak Asasi Manusia **Human Rights**					
Risiko pelanggaran HAM dalam operasional, rantai pasok, dan pembiayaan (Kemungkinan terjadi: Sedang) Risk of Human Rights Violations in Operations, Supply Chain, and Financing (Probability of Occurrence: Moderate)	Risiko dugaan pelanggaran HAM (contoh:. diskriminasi, pelecehan, privasi, keselamatan kerja vendor, pekerja anak/kerja paksa pada pemasok) serta potensi dampak sosial dari proyek yang dibiayai (contoh: konflik lahan/relokasi) jika *due diligence* tidak memadai. The risk of alleged human rights violations (e.g. discrimination, harassment, privacy breaches, vendor occupational safety issues, child labor or forced labor in suppliers), as well as potential social impacts of financed projects (e.g. land disputes or involuntary resettlement), may arise if human rights due diligence is not adequately implemented.	Pengaduan dan sengketa, sanksi/*regulatory action*, gangguan proyek/kemitraan, serta kerusakan reputasi dan kepercayaan investor/nasabah. Complaints and disputes, regulatory sanctions or enforcement actions, project or partnership disruptions, as well as reputational damage and declining investor or customer confidence.	Pengaduan/insiden dan biaya penanganan kasus serta investigasi. Costs related to complaints, incident handling, and case investigations.	Peningkatan tuntutan kepatuhan, pembatasan kemitraan/ pendanaan ESG, dan risiko keterlambatan proyek. Increased compliance requirements, restrictions on ESG-related partnerships or financing, and risks of project delays	
Produk dan Jasa Berkelanjutan **Sustainable Products and Services**					
Risiko Kualitas Pekerjaan Work Quality Risk	Risiko terkait ketidaksesuaian kualitas konstruksi terhadap standar teknis, spesifikasi desain, dan regulasi, yang dapat disebabkan oleh material yang tidak memenuhi standar, kesalahan pelaksanaan, atau pengawasan yang tidak optimal. Risk related to non-conformity of construction quality with technical standards, design specifications, and applicable regulations, which may be caused by non-compliant materials, execution errors, or suboptimal supervision	Penurunan umur layanan aset infrastruktur, Kegagalan struktur (*structural failure*), *Rework,* dan *cost overrun*, Penurunan reputasi perusahaan, Risiko litigasi dan klaim dari pengguna/pemerintah Reduction in infrastructure asset service life, structural failure, rework and cost overrun, reputational damage, and litigation or claims from users or government authorities.	• Biaya perbaikan (*rework*) • Keterlambatan proyek • Penurunan produktivitas • Rework costs • Project delays • Decline in productivity	• Kenaikan biaya maintenance • Penurunan performa aset (jalan rusak lebih cepat, dll.) • Klaim kontraktual • Increase in maintenance costs • Decline in asset performance (e.g. premature road deterioration, etc.) • Contractual claims	

	Jangka Waktu Dampak Impact Time Horizon **Panjang** Long	**Analisis Dampak pada Laporan Keuangan** Analysis of Impact on Financial Statements	**Akun Laporan Keuangan yang Terdampak** Affected Financial Statement Accounts	**Penyesuaian Model Bisnis dan Strategi/Mitigasi Risiko** Business Model Adjustments and Risk Mitigation Strategies
	Penurunan daya saing PT. Hutama Karya (Persero) dalam jangka panjang. Erosion of PT Hutama Karya (Persero)'s long-term competitiveness.	• Peningkatan biaya rekrutmen, pelatihan, dan pengembangan SDM. • Penurunan produktivitas yang meningkatkan biaya operasional PT. Hutama Karya (Persero). • Potensi penurunan kualitas layanan yang dapat memengaruhi pertumbuhan pendapatan PT. Hutama Karya (Persero). • Increased recruitment, training, and human capital development costs • Decline in productivity leading to higher operating costs of PT Hutama Karya (Persero) • Potential decline in service quality that may impact revenue growth of PT Hutama Karya (Persero)	• Beban Operasional - Beban terkait Recuritment • Beban Operasional - Beban Gaji • Beban Operasional - Beban Pelatihan • Pendapatan Bunga • Pendapatan Provisi dan Komisi dan Pendapatan Operasional Lain Selain Bunga • Operating Expenses – Recruitment Expenses • Operating Expenses – Salaries and Wages • Operating Expenses – Training Expenses • Interest Income • Fee and Commission Income and Other Operating Income Other than Interest	• IDP • Beasiswa S2 untuk Karyawan Hutama Karya • Program FPL, FLDP dll • Individual Development Plan (IDP) • Master's Degree Scholarships (S2) for Hutama Karya Employees • FPL, FLDP Programs, etc.
	Dampak reputasi dan penurunan kepercayaan jangka panjang, berpotensi menekan pertumbuhan dan nilai perusahaan. Long-term reputational impact and decline in stakeholder trust, potentially constraining growth and enterprise value.	• Potensi sanksi regulator, denda, atau biaya hukum akibat pelanggaran HAM. • Peningkatan biaya investigasi dan remediasi kasus. • Potensi kerugian karena menurunnya kepercayaan investor sehingga mengurangi akses terhadap pendanaan atau investasi. • Potential regulatory sanctions, fines, or legal costs arising from human rights violations • Increased costs for investigation and case remediation • Potential financial losses due to declining investor confidence, resulting in reduced access to financing or investment	• Liabilitas Provisi atas Gugatan Hukum • Beban Operasional • Kas dan Setara Kas • Modal Saham/ Tambahan Modal Disetor • Provision Liabilities for Legal Claims • Operating Expenses • Cash and Cash Equivalents • Share Capital / Additional Paid-in Capital	• Melaksanakan program RWP untuk menciptakan lingkungan kerja yg bebas diskriminasi, kekerasan & pelecehan • Menyediakan kanal dan mekanisme pelaporan pelanggaran RWP • Meningkatkan porsi pegawai disabilitas untuk meningkatkan *Diversity, Equity & Inclusion* (DEI) • Implementation of the RWP program to create a workplace free from discrimination, violence, and harassment • Provision of reporting channels and grievance mechanisms for RWP violations • Increasing the proportion of employees with disabilities to strengthen Diversity, Equity & Inclusion (DEI) initiatives
	• Penurunan nilai aset (*asset impairment*) • Hilangnya kepercayaan *stakeholder* • Risiko blacklisting proyek strategis • Asset impairment • Loss of stakeholder trust • Risk of blacklisting from strategic projects	• Peningkatan biaya proyek akibat *rework* • Peningkatan *provision for liabilities* (klaim, warranty) • Potensi impairment aset • Penurunan *margin* proyek • Increase in project costs due to rework • Increase in provision for liabilities (claims, warranties) • Potential asset impairment • Decrease in project margins	Beban Operasional Operating Expenses	• Standarisasi QA/QC di seluruh proyek • Penggunaan vendor terverifikasi • Supervisi teknis berlapis • Penerapan *digital quality control* melalui HK SHIELD • Uji mutu berkala (lab test beton, aspal, struktur) • Program *continuous improvement & lesson learned* antar proyek • Implementation of QA/QC standardization across all projects • Use of verified vendors • Multi-layer technical supervision • Implementation of digital quality control through HK SHIELD • Periodic quality testing (concrete, asphalt, and structural laboratory tests) • Continuous improvement and cross-project lessons learned program

Risiko terkait Keberlanjutan **Sustainability-Related Risks**	**Deskripsi Risiko Keberlanjutan** Description of Sustainability Risks	**Potensi Dampak Negatif** Potential Negative Impacts	**Jangka Waktu Dampak** Impact Time Horizon		
			Pendek Short	**Menengah** Medium	
Risiko Keselamatan dan Kesehatan Pekerja (*Occupational Health & Safety*) Occupational Health and Safety (OHS) Risk	Risiko kecelakaan kerja, penyakit akibat kerja, dan paparan bahaya di lokasi proyek konstruksi akibat kondisi kerja yang tidak aman atau ketidakpatuhan terhadap prosedur K3. Risk of workplace accidents, occupational diseases, and exposure to hazards at construction sites due to unsafe working conditions or non-compliance with occupational health and safety (OHS) procedures.	Cedera atau kematian pekerja, Penghentian proyek sementara, Sanksi regulator, Penurunan moral, dan produktivitas pekerja Worker injury or fatality, temporary project suspension, regulatory sanctions, and decline in employee morale and productivity	• Biaya kompensasi dan pengobatan • *Work stoppage* • Investigasi insiden • Compensation and medical costs • Work stoppages • Incident investigations	• Peningkatan premi asuransi • Penurunan produktivitas tenaga kerja • Tingginya *turnover* pekerja • Increase in insurance premiums • Decline in labor productivity • High employee turnover	
Isu Keamanan Aset (*Asset Security Risk*) Asset Security Risk	Risiko terkait pencurian, vandalisme, sabotase, atau gangguan operasional terhadap aset proyek dan infrastruktur, termasuk jalan tol dan fasilitas pendukung. Risk related to theft, vandalism, sabotage, or operational disruptions affecting project assets and infrastructure, including toll roads and supporting facilities.	Kehilangan aset/material, Gangguan operasional jalan tol, Biaya penggantian dan perbaikan, Risiko keselamatan pengguna Loss of assets/materials, disruption of toll road operations, replacement and repair costs, and safety risks to road users	• Kehilangan material konstruksi • Biaya pengamanan tambahan • Gangguan proyek • Loss of construction materials • Additional security costs • Project disruptions	• Penurunan efisiensi operasional • Kenaikan biaya operasional (*security cost*) • Decline in operational efficiency • Increase in operating costs (security expenses)	
Risiko Keselamatan (*Safety Risk – Public & Operational Safety*) Safety Risk (Public & Operational Safety)	Risiko yang timbul akibat kegagalan dalam memastikan keselamatan pengguna jalan dan masyarakat sekitar, baik selama fase konstruksi maupun operasional infrastruktur, termasuk kecelakaan lalu lintas, kegagalan struktur, serta kurangnya sistem pengamanan dan pengawasan. Risk arising from failures in ensuring the safety of road users and surrounding communities, both during the construction and operational phases of infrastructure, including traffic accidents, structural failures, and insufficient security and monitoring systems.	• Kecelakaan pengguna jalan (*fatality, injury*) • Kerusakan aset dan gangguan operasional • Penurunan kepercayaan publik • Tuntutan hukum dan klaim asuransi • Sanksi regulator • Accidents involving road users (fatalities and injuries) • Asset damage and operational disruptions • Declining public trust • Legal claims and insurance claims • Regulatory sanctions	• Insiden kecelakaan di area proyek atau jalan tol • Gangguan lalu lintas dan operasional • Biaya tanggap darurat dan perbaikan cepat • Incidents occurring in project areas or toll road corridors • Traffic disruptions and operational interruptions • Emergency response and rapid repair costs	• Peningkatan klaim asuransi dan biaya operasional • Penurunan performa layanan jalan tol • Increase in insurance claims and operating costs • Decline in toll road service performance	

	Jangka Waktu Dampak Impact Time Horizon **Panjang** Long	**Analisis Dampak pada Laporan Keuangan** Analysis of Impact on Financial Statements	**Akun Laporan Keuangan yang Terdampak** Affected Financial Statement Accounts	**Penyesuaian Model Bisnis dan Strategi/Mitigasi Risiko** Business Model Adjustments and Risk Mitigation Strategies
	• Kerusakan reputasi perusahaan • Penurunan daya saing dalam tender proyek • Risiko litigasi jangka panjang • Reputational damage • Reduced competitiveness in project tenders • Long-term litigation risk	• Peningkatan operating expenses (kompensasi, asuransi) • Peningkatan liabilitas kontinjensi • Potensi *penalty* dan denda • Penurunan efisiensi proyek (margin turun) • Increase in operating expenses (compensation, insurance) • Increase in contingent liabilities • Potential penalties and fines • Decline in project efficiency (lower margins)	Beban Operasional Operating Expenses	• Implementasi Sistem Manajemen K3 (SMK3) dan standar ISO 45001 • Identifikasi bahaya & penilaian risiko (HIRADC/JSA) • Work Permit • *Toolbox meeting* harian & *safety induction* wajib • Penyediaan dan pengawasan penggunaan APD lengkap • Program kesehatan pekerja (*medical check-up, fatigue management*) • Pelaporan dan investigasi insiden (*near miss accident*) secara digital • Target Zero Fatality dan penguatan budaya *safety* melalui aplikasi HK SHIELD • Implementation of Occupational Health and Safety Management System (SMK3) and ISO 45001 standards • Hazard identification and risk assessment (HIRADC/JSA) • Work permits system • Daily toolbox meetings and mandatory safety inductions • Provision and enforcement of full Personal Protective Equipment (PPE) usage • Worker health programs (medical check-ups, fatigue management) • Digital incident reporting and investigation (near miss, accidents) • Zero Fatality target and strengthening safety culture through HK SHIELD application
	• Penurunan kepercayaan publik terhadap keamanan infrastruktur • Risiko sistemik terhadap operasional jaringan jalan tol • Declining public trust in infrastructure security • Systemic risk to toll road network operations	• Peningkatan OPEX (biaya keamanan) • Kerugian aset (*write-off* aset hilang) • Potensi penurunan *revenue* tol akibat gangguan operasional • Peningkatan CAPEX pengamanan (CCTV, sistem digital, dll.) • Increase in operating expenses (security costs) • Asset losses (write-off of missing assets) • Potential decline in toll revenue due to operational disruptions • Increase in capital expenditures for security systems (CCTV, digital monitoring systems, etc.)	Beban Operasional Operating Expenses	• Sistem pengamanan operasi tol: CCTV & *monitoring* 24/7 • Patroli rutin dan koordinasi dengan aparat keamanan • Pengamanan infrastruktur jalan tol dari vandalisme dan pencurian • *Business continuity plan* untuk gangguan operasional • Toll road operational security system: • CCTV and 24/7 monitoring system • Regular patrols and coordination with security authorities • Protection of toll road infrastructure from vandalism and theft • Business continuity plan for operational disruptions
	• Kerusakan reputasi perusahaan • Penurunan daya saing dalam pengelolaan proyek infrastruktur • Risiko kehilangan kepercayaan pemerintah dan investor • Potensi litigasi jangka panjang • Reputational damage to the Company • Reduced competitiveness in infrastructure project management • Risk of loss of trust from government and investors • Potential long-term litigation	• Peningkatan biaya operasional • Peningkatan liabilitas (klaim asuransi, kompensasi pihak ketiga) • Potensi *penalty* dan denda regulator • Penurunan revenue tol akibat penurunan *traffic* • Dampak pada profitabilitas proyek • Potensi peningkatan premi asuransi • Increase in operating costs • Increase in liabilities (insurance claims, third-party compensation) • Potential regulatory penalties and fines • Decline in toll revenue due to reduced traffic • Impact on project profitability • Potential increase in insurance premiums	Beban Operasional Operating Expenses	• Desain infrastruktur yang aman: guardrail, rambu, pencahayaan, sistem drainase. • Manajemen lalu lintas selama konstruksi (*traffic management plan*) • Inspeksi rutin kondisi jalan tol dan struktur (*bridge, slope, pavement*) • Sistem tanggap darurat (*emergency response system*) • Edukasi pengguna jalan (kampanye keselamatan) • Safe infrastructure design: guardrails, signage, lighting systems, and drainage systems • Traffic management during construction (traffic management plan) • Routine inspections of toll road conditions and structures (bridges, slopes, pavement) • Emergency response system • Road user education (safety awareness campaigns)

Risiko terkait Keberlanjutan **Sustainability-Related Risks**	**Deskripsi Risiko Keberlanjutan** Description of Sustainability Risks	**Potensi Dampak Negatif** Potential Negative Impacts	**Jangka Waktu Dampak** Impact Time Horizon		
			Pendek Short	**Menengah** Medium	
Pengadaan Berkelanjutan **Sustainable Procurement**					
Risiko pengadaan tidak berkelanjutan dan risiko pihak ketiga Risk of Unsustainable Procurement and Third-Party Risk	Risiko ketidaksesuaian praktik pengadaan dengan prinsip keberlanjutan (lingkungan, sosial, etika), termasuk risiko pihak ketiga (vendor) dan transparansi yang dapat memicu inefisiensi, *fraud*, atau isu reputasi. Risk of non-alignment of procurement practices with sustainability principles (environmental, social, and ethical aspects), including third-party (vendor) risks and transparency issues that may lead to inefficiencies, fraud, or reputational concerns.	Inefisiensi biaya, gangguan pasokan/jasa, potensi temuan audit dan isu kepatuhan, serta risiko reputasi apabila vendor tidak memenuhi standar tata kelola yang baik. Cost inefficiencies, disruption of supply of goods/services, potential audit findings and compliance issues, as well as reputational risk if vendors fail to meet good governance standards.	Keterlambatan proses pengadaan, temuan audit, serta biaya operasional meningkat. Delays in procurement processes, audit findings, and increased operating costs.	Risiko gangguan layanan dari vendor dan peningkatan biaya akibat *re-procurement*/ penyesuaian kontrak. Risk of service disruption from vendors and increased costs due to re-procurement or contract adjustments.	
Lingkungan **Environment**					
Perubahan Iklim (*Climate Change Risk*) Climate Change Risk	Risiko yang timbul akibat perubahan iklim, termasuk peningkatan frekuensi dan intensitas bencana (banjir, longsor, *heat stress*), serta risiko transisi menuju ekonomi rendah karbon (regulasi, teknologi, dan pasar). Risk arising from climate change, including increased frequency and intensity of disasters (floods, landslides, heat stress), as well as transition risks toward a low-carbon economy (regulatory, technological, and market-related changes).	• Kerusakan aset infrastruktur (jalan tol, jembatan, bendungan) • Gangguan operasional akibat bencana • Kenaikan biaya adaptasi dan mitigasi • Risiko *stranded assets* • Damage to infrastructure assets (toll roads, bridges, dams) • Operational disruptions due to disasters • Increased adaptation and mitigation costs • Stranded asset risk	• Gangguan operasional akibat cuaca ekstrem • Biaya perbaikan darurat • Operational disruptions due to extreme weather events • Emergency repair costs	• Kenaikan biaya maintenance dan adaptasi (drainase, *slope stabilization*, dll.) • Penyesuaian terhadap regulasi emisi dan ESG • Increase in maintenance and adaptation costs (drainage systems, slope stabilization, etc.) • Compliance adjustments to emissions and ESG regulations	
Keanekaragaman Hayati (*Biodiversity Risk*) Biodiversity Risk	Risiko yang timbul akibat aktivitas konstruksi dan operasional infrastruktur yang berdampak pada ekosistem alami, termasuk deforestasi, fragmentasi habitat, gangguan terhadap satwa liar, serta penurunan kualitas lingkungan (air, tanah, dan udara). Risk arising from construction and infrastructure operational activities that impact natural ecosystems, including deforestation, habitat fragmentation, disturbance to wildlife, and degradation of environmental quality (water, soil, and air).	• Hilangnya habitat dan biodiversitas lokal • Fragmentasi ekosistem (*wildlife corridor* terganggu) • Konflik manusia–satwa (*human-wildlife conflict*) • Penurunan kualitas air dan tanah • Sanksi regulator dan penolakan sosial (*social license to operate*) • Loss of local habitats and biodiversity • Ecosystem fragmentation (disruption of wildlife corridors) • Human–wildlife conflict • Decline in water and soil quality • Regulatory sanctions and social opposition (loss of social license to operate)	• Gangguan langsung terhadap habitat selama konstruksi • Protes masyarakat / NGO lingkungan • Keterlambatan proyek akibat isu AMDAL • Direct disturbance to habitats during construction • Community and environmental NGO protests • Project delays due to Environmental Impact Assessment (AMDAL) issues	• Penurunan populasi spesies di sekitar proyek • Kewajiban rehabilitasi lingkungan (*reforestation, offset*) • Peningkatan biaya pengelolaan lingkungan • Decline in species population around project areas • Environmental rehabilitation obligations (reforestation, biodiversity offset) • Increased environmental management costs	

	Jangka Waktu Dampak Impact Time Horizon **Panjang** Long	**Analisis Dampak pada Laporan Keuangan** Analysis of Impact on Financial Statements	**Akun Laporan Keuangan yang Terdampak** Affected Financial Statement Accounts	**Penyesuaian Model Bisnis dan Strategi/Mitigasi Risiko** Business Model Adjustments and Risk Mitigation Strategies
	Reputasi dan nilai perusahaan terdampak jika insiden vendor/*fraud*/korupsi berulang atau tidak terkendali. Corporate reputation and value may be adversely affected if vendor-related incidents, fraud, or corruption are repeated or not properly controlled.	• Peningkatan biaya operasional akibat inefisiensi proses pengadaan. • Potensi kerugian akibat fraud atau ketidaksesuaian kontrak dengan vendor. • Biaya tambahan untuk audit, pengawasan, dan perbaikan proses pengadaan. • Increased operating costs due to procurement inefficiencies • Potential losses arising from fraud or non-compliance with vendor contracts • Additional costs for audit activities, monitoring, and procurement process improvement	• Beban Operasional • Liabilitas Provisi • Operating Expenses • Provision Liabilities	Dilakukan seleksi vendor yang ketat sesuai standar dan prosedur internal A rigorous vendor selection process is conducted in accordance with internal standards and procedures
	• Perubahan pola permintaan infrastruktur • Risiko *stranded assets* • Tekanan dari investor terkait *ESG performance* • Changes in infrastructure demand patterns • Stranded asset risk • Investor pressure related to ESG performance	• Peningkatan biaya operasional • Potensi impairment aset akibat kerusakan atau *underperformance* • Dampak pada cost of capital (akses pendanaan tergantung ESG rating) • Potensi peluang: *green financing/ sustainable loan* • Increase in operating costs • Potential asset impairment due to damage or underperformance • Impact on cost of capital (access to funding dependent on ESG rating) • Potential opportunities: green financing / sustainable loans	• Beban Operasional • Liabilitas Provisi • Operating Expenses • Provision Liabilities	• Peningkatan kompetensi personil hutama karya • Melakukan *Climate Risk Assestment* di proyrk rawan bencana • Rekam jejak hutama karya yang aktif kontribusi untuk pekerjaan paska bencana • Rekam jejak hutama karya yang aktif kontribusi untuk pekerjaan mitgasi bencana (bendungan, irigasi, dan lainnya) • Enhancement of Hutama Karya personnel competencies in climate resilience • Implementation of Climate Risk Assessment in disaster-prone projects • Strong track record of post-disaster recovery works • Strong track record in disaster mitigation infrastructure projects (dams, irrigation systems, and others)
	• Kerusakan ekosistem permanen • Risiko kehilangan izin proyek di masa depan • Penurunan reputasi perusahaan dalam *ESG rating* • Risiko tidak memenuhi standar pembiayaan internasional (*MDB, green finance*) • Permanent ecosystem damage • Risk of future project permit loss • Declining corporate reputation in ESG ratings • Risk of non-compliance with international financing standards (MDB, green finance requirements)	• Peningkatan Biaya Operasional • Peningkatan *provision*/liabilitas lingkungan • Potensi *penalty* dan denda regulator • Risiko kehilangan akses ke *green financing/blended finance* • Potensi keterlambatan proyek • Increase in operating costs • Increase in environmental provisions/ liabilities • Potential regulatory penalties and fines • Risk of losing access to green financing or blended finance • Potential project delays	• Beban Operasional • Liabilitas Provisi • Operating Expenses • Provision Liabilities	Rekan jejak hutama karya yang telah menjadi pencetus *elephant corridor* di Tol Pekanbaru-Dumai, bekerjasama dengan pihak terkait untuk mejaga keanekargaman hayati. Identifikasi area sensitif Pembangunan *wildlife crossing*/koridor satwa Penerapan prinsip *no net loss*/*biodiversity offset* Program revegetasi dan rehabilitasi lahan pasca konstruksi Monitoring satwa dan ekosistem secara berkala Hutama Karya has played a pioneering role in establishing an elephant corridor along the Pekanbaru–Dumai Toll Road, in collaboration with relevant stakeholders to protect biodiversity. Identification of sensitive environmental areas Development of wildlife crossings / animal corridors Implementation of the no net loss principle / biodiversity offset Revegetation and post-construction land rehabilitation programs Regular wildlife and ecosystem monitoring

Risiko terkait Keberlanjutan Sustainability-Related Risks	**Deskripsi Risiko Keberlanjutan** Description of Sustainability Risks	**Potensi Dampak Negatif** Potential Negative Impacts	**Jangka Waktu Dampak** Impact Time Horizon		
			Pendek Short	**Menengah** Medium	
Perusakan Lingkungan (*Environmental Degradation Risk*) Environmental Degradation Risk	Risiko yang timbul akibat aktivitas konstruksi dan operasional yang menyebabkan degradasi lingkungan, termasuk pencemaran air dan udara, kerusakan tanah, pengelolaan limbah yang tidak optimal, serta penggunaan sumber daya alam yang tidak berkelanjutan. Risk arising from construction and operational activities that lead to environmental degradation, including water and air pollution, soil contamination, suboptimal waste management, and unsustainable use of natural resources.	• Pencemaran air (*runoff* proyek, sedimentasi sungai) • Penurunan kualitas udara (debu, emisi alat berat) • Degradasi tanah (erosi, kontaminasi) • Dampak kesehatan bagi masyarakat sekitar • Pelanggaran regulasi lingkungan • Water pollution (project runoff, river sedimentation) • Air quality deterioration (dust and heavy equipment emissions) • Soil degradation (erosion, contamination) • Health impacts on surrounding communities • Environmental regulatory non-compliance	• Keluhan masyarakat sekitar proyek • Sanksi administratif dari regulator • Gangguan operasional proyek • Complaints from surrounding communities • Administrative sanctions from regulators • Project operational disruptions	• Kewajiban remediasi lingkungan (*clean-up*, rehabilitasi) • Peningkatan biaya pengelolaan limbah dan emisi • Penurunan hubungan dengan *stakeholder* lokal • Obligations for environmental remediation (clean-up, rehabilitation) • Increased costs for waste and emission management • Deterioration of relationships with local stakeholders	

Tabel Peluang Keberlanjutan
Table of Sustainability Opportunities

Peluang terkait Keberlanjutan Sustainability-Related Opportunities	**Deskripsi Peluang Keberlanjutan** Description of Sustainability Opportunities	**Potensi Dampak Positif** Potential Positive Impacts	**Jangka Waktu Dampak** Time Horizon of Impacts		
			Pendek Short	**Menengah** Medium	
Keamanan Informasi Information Security					
Peluang penguatan Perlindungan Data Pribadi (PDP) dan keamanan informasi (Kemungkinan terjadi: Tinggi) Opportunity for strengthening Personal Data Protection (PDP) and information security (Probability of Occurrence: High)	UU PDP No. 27/2022 berlaku sejak 17 Oktober 2024 untuk melindungi data pribadi, mencegah penyalahgunaan, dan meningkatkan kepercayaan publik. Serta penguatan tata kelola keamanan informasi untuk meningkatkan kepatuhan dan resiliensi operasional Law No. 27/2022 on Personal Data Protection (PDP Law) has been effective since 17 October 2024 to protect personal data, prevent misuse, and enhance public trust, as well as strengthening information security governance to improve compliance and operational resilience	Dengan tata kelola PDP dan sistem keamanan informasi yang baik, Hutama Karya akan terhindar dari kerugian finansial seperti kebocoran data dan tuntutan data. With robust PDP governance and information security systems, Hutama Karya can avoid financial losses such as data breaches and data-related claims.	Penguatan kebijakan/ prosedur PDP, klasifikasi data, dan awareness karyawan; perbaikan kontrol akses dan *audit trail*. Strengthening PDP policies and procedures, data classification, and employee awareness; improving access controls and audit trails.	Penurunan frekuensi/ keparahan insiden; peningkatan kepatuhan dan kualitas layanan, serta peningkatan adopsi kanal digital. Reduced frequency and severity of incidents; improved compliance and service quality, as well as increased adoption of digital channels.	

	Jangka Waktu Dampak Impact Time Horizon	**Analisis Dampak pada Laporan Keuangan** Analysis of Impact on Financial Statements	**Akun Laporan Keuangan yang Terdampak** Affected Financial Statement Accounts	**Penyesuaian Model Bisnis dan Strategi/Mitigasi Risiko** Business Model Adjustments and Risk Mitigation Strategies
	Panjang Long			
	• Kerusakan lingkungan yang sulit dipulihkan • Risiko kehilangan izin lingkungan (AMDAL) • Penurunan reputasi perusahaan • Penurunan skor ESG dan kepercayaan investor • Irreversible environmental damage • Risk of environmental permit revocation (AMDAL) • Decline in corporate reputation • Lower ESG scores and reduced investor confidence	• Peningkatan OPEX (pengelolaan limbah, monitoring lingkungan) • Peningkatan CAPEX (teknologi pengendalian polusi, *treatment system*) • Peningkatan liabilitas lingkungan / provision (remediasi) • Potensi denda dan penalty regulator • Risiko keterlambatan proyek → berdampak ke revenue recognition • Dampak ke *cost of capital* (akses pembiayaan makin ketat) • Increase in operating expenses (waste and environmental monitoring management) • Increase in capital expenditures (pollution control technology, treatment systems) • Increase in environmental provisions/ liabilities (remediation costs) • Potential regulatory fines and penalties • Risk of project delays affecting revenue recognition • Impact on cost of capital due to tighter financing access	• Beban Operasional • Liabilitas Provisi • Operating Expenses • Provision Liabilities	• Pengendalian limbah konstruksi (*reduce–reuse–recycle*) • Sistem pengolahan air limbah (*wastewater treatment*) • Pengendalian debu dan emisi (*water spraying, equipment standard*) • Pengelolaan material berbahaya (B3) sesuai regulasi • Efisiensi penggunaan air dan material konstruksi (*Lean Construction*) • Construction waste management (reduce–reuse–recycle) • Wastewater treatment systems • Dust and emission control (water spraying, equipment standards) • Hazardous and toxic material (B3) management in accordance with regulations • Efficient use of water and construction materials (Lean Construction principles)

	Jangka Waktu Dampak Time Horizon of Impacts	**Analisis Dampak pada Laporan Keuangan** Analysis of Impact on Financial Statements	**Akun Laporan Keuangan yang Terdampak** Affected Financial Statement Accounts	**Strategi** Strategy
	Panjang Long			
	Reputasi dan *trust* meningkat, mendukung pertumbuhan bisnis digital dan kemudahan kolaborasi dengan mitra/ekosistem, serta keamanan informasi PDP personil, mitra, vendor Improved reputation and trust, supporting digital business growth and easier collaboration with partners/ecosystems, as well as enhanced protection of personal data of employees, partners, and vendors.	• Efisiensi biaya operasional melalui berkurangnya kerugian akibat fraud dan pelanggaran etika. • Penguatan reputasi HK yang mendukung peningkatan aktivitas bisnis. • Cost efficiency through reduced losses from fraud and ethical violations • Strengthening corporate reputation supporting increased business activities	• Beban Operasional • Liabilitas Provisi • Aset Tak berwujud • Operating Expenses • Provision Liabilities • Intangible Assets	HK telah berkomitmen terhadap Perlindungan Data Pribadi dan memastikan keamanan data melalui prosedur internal. Hutama Karya is committed to Personal Data Protection and ensures data security through internal procedures

Peluang terkait Keberlanjutan **Sustainability-Related Opportunities**	**Deskripsi Peluang Keberlanjutan** Description of Sustainability Opportunities	**Potensi Dampak Positif** Potential Positive Impacts	**Jangka Waktu Dampak** Time Horizon of Impacts		
			Pendek Short	**Menengah** Medium	
Etika dan Pedoman Perilaku **Ethics and Code of Conduct**					
Peluang dari penguatan budaya integritas, kode etik, dan *whistleblowing* system yang efektif (Kemungkinan terjadi: Tinggi) Opportunity from strengthening integrity culture, code of conduct, and an effective whistleblowing system (Probability of Occurrence: High)	Penerapan kode etik, program anti-*fraud*/ anti-gratifikasi, pelatihan integritas, dan *whistleblowing* system yang efektif di seluruh lini organisasi. Implementation of a code of ethics, anti-fraud/anti-gratification programs, integrity training, and an effective whistleblowing system across all organizational levels.	Penurunan risiko *fraud* dan pelanggaran, serta peningkatan kepatuhan dan kualitas pengambilan keputusan Reduction in fraud and violation risks, as well as improved compliance and quality of decision-making.	Peningkatan kepatuhan internal dan pengendalian risiko melalui sosialisasi, pelatihan, dan penegakan disiplin. Strengthening internal compliance and risk control through socialization, training, and enforcement of disciplinary measures.	Kepercayaan regulator, investor, dan nmasyarakat meningkat. Increased trust from regulators, investors, and the public.	
Tata Kelola **Corporate Governance**					
Peluang penguatan GCG, transparansi, dan integrasi *risk-ESG* (Kemungkinan terjadi: Tinggi) Opportunity for strengthening GCG, transparency, and integration of risk–ESG (Probability of Occurrence: High)	Penguatan struktur dan proses tata kelola (Dewan/ Komite, kebijakan, pengendalian internal/ ICOFR) serta peningkatan transparansi pelaporan keberlanjutan untuk memperkuat kredibilitas HK. Strengthening governance structure and processes (Board/Committees, policies, internal control/ ICOFR) as well as improving sustainability reporting transparency to enhance the credibility of Hutama Karya	Meningkatkan kepercayaan investor dan regulator; memperkuat disiplin pengelolaan & mitigasi risiko; mendorong akses pendanaan yang lebih kompetitif. Increased investor and regulator confidence; stronger discipline in management and risk mitigation; and improved access to more competitive financing	Penyelarasan kebijakan dan proses governance, peningkatan kualitas *disclosure*, serta penguatan akuntabilitas unit kerja. Alignment of governance policies and processes, improvement of disclosure quality, and strengthening accountability across organizational units.	Perbaikan persepsi stakeholder, meningkatkan reputasi, akses pendanaan dan kolaborasi, serta mengurangi potensi risiko operasional, kepatuhan, dan reputasi. Improved stakeholder perception, enhanced reputation, improved access to funding and collaboration, and reduced potential operational, compliance, and reputational risks.	

	Jangka Waktu Dampak Time Horizon of Impacts	**Analisis Dampak pada Laporan Keuangan** Analysis of Impact on Financial Statements	**Akun Laporan Keuangan yang Terdampak** Affected Financial Statement Accounts	**Strategi** Strategy
	Panjang Long			
	Budaya perusahaan yang kuat dan reputasi HK sebagai institusi berintegritas tinggi, mendukung keberlanjutan bisnis. A strong corporate culture and Hutama Karya's reputation as a highly integrity-driven institution, supporting business sustainability.	• Efisiensi biaya operasional melalui berkurangnya kerugian akibat fraud dan pelanggaran etika. • Penguatan reputasi HK yang mendukung peningkatan aktivitas bisnis. • Cost efficiency through reduced losses from fraud and ethical violations • Strengthening corporate reputation supporting increased business activities	• Beban Operasional • Pendapatan Bunga • Pendapatan Provisi dan Komisi dan Pendapatan Operasional Lain selain Bunga • Operating Expenses • Interest Income • Fee and Commission Income and Other Operating Income Other than Interest	HK telah memiliki peraturan internal terkait antigratifikasi Melaksanakan Program Antikorupsi Menandatangani Pakta Integritas Pegawai Hutama Karya has established internal regulations related to anti-gratification, implemented anti-corruption programs, and signed employee integrity pacts
	Resiliensi dan nilai perusahaan meningkat melalui *governance* yang kuat dan pengambilan keputusan yang lebih konsisten & sesuai GCG. Increased corporate resilience and value through strong governance and more consistent, GCG-compliant decision-making.	• Peningkatan akses pendanaan dari investor dan pasar modal melalui kepercayaan terhadap tata kelola HK. • Efisiensi biaya operasional melalui penguatan sistem pengendalian internal. • Improved access to funding from investors and capital markets through strengthened trust in Hutama Karya's governance • Operational cost efficiency through strengthened internal control systems	Peningkatan pendapatan Increase in revenue	• Memperkuat penerapan *Good Corporate Governance* (GCG) dan transparansi kepada investor serta regulator. • Meningkatkan efektivitas manajemen risiko dan pengendalian internal. • Memperkuat kepatuhan terhadap regulasi dan kebijakan yang berlaku. • Meningkatkan kualitas pelaporan dan keterbukaan informasi. • Mengoptimalkan strategi pendanaan untuk memperoleh akses dana yang lebih kompetitif. • Strengthening implementation of Good Corporate Governance (GCG) and transparency to investors and regulators • Enhancing the effectiveness of risk management and internal control systems • Strengthening compliance with applicable regulations and policies • Improving quality of reporting and information disclosure • Optimizing funding strategies to obtain more competitive financing access

Peluang terkait Keberlanjutan **Sustainability-Related Opportunities**	**Deskripsi Peluang Keberlanjutan** Description of Sustainability Opportunities	**Potensi Dampak Positif** Potential Positive Impacts	**Jangka Waktu Dampak** Time Horizon of Impacts		
			Pendek Short	**Menengah** Medium	
Ketenagakerjaan **Employment**					
Peluang pengembangan kompetensi, kesejahteraan, dan keterlibatan karyawan (Kemungkinan terjadi: Tinggi) Opportunity for developing employee competencies, welfare, and engagement (Probability of Occurrence: High)	Pengembangan kompetensi melalui pelatihan Kon teknikal dan non-teknikal, peningkatan kesejahteraan, dan *employee engagement* untuk memperkuat kapabilitas organisasi Competency development through technical and non-technical training, improved employee welfare, and employee engagement initiatives to strengthen organizational capabilities.	Produktivitas dan loyalitas karyawan meningkat; kesiapan organisasi menghadapi perubahan industri. Increased employee productivity and loyalty; enhanced organizational readiness to respond to industry changes.	Peningkatan keterampilan dan motivasi kerja melalui program pelatihan dan pengembangan. Improved skills and work motivation through training and development programs.	Retensi talenta membaik dan *talent pool* kepemimpinan lebih kuat. Improved talent retention and a stronger leadership talent pool.	
Hak Asasi Manusia **Human Rights**					
Peluang penguatan kebijakan HAM dan mekanisme pemulihan (Kemungkinan terjadi: Tinggi) Opportunity for strengthening human rights policies and remediation mechanisms (Probability of Occurrence: High)	Penerapan kebijakan HAM, *due diligence* pada vendor dan pembiayaan, kanal pengaduan yang efektif, serta program inklusi akses layanan untuk kelompok rentan. Implementation of human rights policies, vendor and financing due diligence, effective grievance mechanisms, and inclusive access programs for vulnerable groups.	Mengurangi insiden sosial dan sengketa; meningkatkan kepercayaan *stakeholder.* Reduction in social incidents and disputes; increased stakeholder trust.	Penguatan kebijakan, sosialisasi, dan mekanisme pengaduan/pemulihan. Strengthening policies, socialization, and grievance/ remediation mechanisms.	Peningkatan kualitas rantai pasok dan pembiayaan yang bertanggung jawab; hubungan dengan komunitas dan regulator lebih kuat. Improved quality of responsible supply chain and financing practices; stronger relationships with communities and regulators.	

	Jangka Waktu Dampak Time Horizon of Impacts **Panjang** Long	**Analisis Dampak pada Laporan Keuangan** Analysis of Impact on Financial Statements	**Akun Laporan Keuangan yang Terdampak** Affected Financial Statement Accounts	**Strategi** Strategy
	Menjadi *employer of choice* dan organisasi lebih adaptif terhadap perubahan industri. Becoming an employer of choice and a more adaptive organization in response to industry transformation.	• Meningkatkan produktivitas karyawan melalui pengembangan kompetensi dan penguatan kapasitas SDM. • Menurunkan biaya operasional melalui peningkatan retensi karyawan dan berkurangnya biaya yang timbul akibat *turnover*. • Meningkatkan kualitas layanan dan kinerja operasional, yang berpotensi mendorong pertumbuhan pendapatan HK. • Meningkatkan kepercayaan investor dan pemangku kepentingan terhadap kualitas pengelolaan sumber daya manusia, sehingga dapat mendukung stabilitas pendanaan dan pertumbuhan bisnis HK. • Increased employee productivity through competency development and strengthened human capital capacity • Reduced operating costs through improved employee retention and lower turnover-related costs • Improved service quality and operational performance, potentially driving revenue growth of Hutama Karya • Increased investor and stakeholder confidence in human capital management quality, supporting funding stability and business growth	Peningkatan pendapatan Increase in revenue	• Melaksanakan program *employer branding* melalui berbagai channel • Melaksanakan *employee engagement survey* (EES) dgn pihak independen dan melaksanakan program evaluasi perbaikan • Program akselerasi karir • *Survey salary* untuk mengetahui posisi remunerasi Pegawai terhadap market • Implementation of employer branding programs through various channels • Conducting Employee Engagement Survey (EES) with independent parties and implementing improvement programs • Career acceleration programs • Salary benchmarking surveys to assess employee remuneration competitiveness against the market
	Reputasi dan ketahanan bisnis meningkat melalui praktik bisnis yang inklusif dan menghormati HAM. Improved corporate reputation and business resilience through inclusive and human rights–respectful business practices.	• Menurunkan Beban Operasional melalui peningkatan retensi karyawan dan penurunan biaya akibat *turnover*. • Meningkatkan efisiensi Beban Tenaga Kerja melalui penguatan kompetensi dan keterlibatan karyawan. • Reduced operating expenses through improved employee retention and lower turnover-related costs • Improved labor cost efficiency through strengthened competencies and employee engagement	Peningkatan pendapatan Increase in revenue	• Memastikan fasilitas pendukung bagi Pegawai maupun berkebutuhan khusus (Disabilitas) untuk penguatan aspek *Diversity, Equity & Inclusion* (DEI) • Menerapkan *Respectfull Workplace Policy* (RWP) untuk memastikan lingkungan kerja yg bebas diskriminasi, kekerasan dan pelecehan • Ensuring supporting facilities for employees, including persons with disabilities, to strengthen Diversity, Equity & Inclusion (DEI) • Implementation of Respectful Workplace Policy (RWP) to ensure a workplace free from discrimination, violence, and harassment

Peluang terkait Keberlanjutan **Sustainability-Related Opportunities**	**Deskripsi Peluang Keberlanjutan** Description of Sustainability Opportunities	**Potensi Dampak Positif** Potential Positive Impacts	**Jangka Waktu Dampak** Time Horizon of Impacts		
			Pendek Short	**Menengah** Medium	
Produk dan Jasa Berkelanjutan **Sustainable Products and Services**					
Peluang Kualitas Pekerjaan Opportunity for Work Quality	Peningkatan kualitas konstruksi melalui penerapan standar teknis tinggi, inovasi material, dan digitalisasi QA/QC untuk menghasilkan aset yang lebih tahan lama dan efisien. Improvement of construction quality through the implementation of high technical standards, material innovation, and QA/QC digitalization to deliver more durable and efficient assets.	• Umur aset lebih panjang • Penurunan biaya maintenance • Peningkatan reputasi dan kepercayaan *stakeholder* • Keunggulan kompetitif dalam tender proyek • Extended asset lifespan • Reduction in maintenance costs • Improved reputation and stakeholder trust • Competitive advantage in project tenders	• Pengurangan *rework* dan *defect* • Efisiensi pelaksanaan proyek • Reduction in rework and defects • Improved project execution efficiency	• Penurunan biaya operasional dan *maintenance* • Peningkatan performa aset • Reduction in operating and maintenance costs • Improved asset performance	
Peluang Keselamatan dan Kesehatan Pekerja (OHS) Opportunity for strengthening occupational safety and health culture	Penguatan budaya keselamatan kerja untuk meningkatkan produktivitas, kesejahteraan pekerja, dan efisiensi operasional proyek. Strengthening safety culture to improve productivity, employee welfare, and project	• Penurunan angka kecelakaan kerja • Peningkatan produktivitas • Retensi tenaga kerja yang lebih baik • Kepatuhan terhadap standar internasional • Reduction in workplace accidents • Increased productivity • Improved employee retention • Compliance with international standards	• Penurunan insiden kerja • Operasional proyek lebih lancar • Reduction in work-related incidents • Smoother project operations	• Penurunan biaya kompensasi dan asuransi • Peningkatan efisiensi tenaga kerja • Reduction in compensation and insurance costs • Improved labor efficiency	
Peluang Keamanan Aset Asset Security Opportunity	Optimalisasi sistem keamanan dan digitalisasi pengelolaan aset untuk meningkatkan efisiensi operasional dan perlindungan aset perusahaan. Optimization of security systems and digital asset management to improve operational efficiency and corporate asset protection.	• Penurunan kehilangan aset • Operasional lebih stabil • Efisiensi *inventory* dan *asset tracking* • Keandalan layanan meningkat • Reduction in asset losses • More stable operations • Improved inventory efficiency and asset tracking • Enhanced service reliability	• Penurunan insiden kehilangan material • Efisiensi pengelolaan aset • Reduction in material loss incidents • Improved asset management efficiency	• Penurunan biaya operasional terkait gangguan • Peningkatan utilisasi aset • Reduction in operational costs related to disruptions • Improved asset utilization	

	Jangka Waktu Dampak Time Horizon of Impacts	**Analisis Dampak pada Laporan Keuangan** Analysis of Impact on Financial Statements	**Akun Laporan Keuangan yang Terdampak** Affected Financial Statement Accounts	**Strategi** Strategy
	Panjang Long			
	• Peningkatan nilai aset (*asset value*) • *Brand* sebagai kontraktor berkualitas tinggi • Increase in asset value • Strengthening brand as a high-quality contractor	• Penurunan biaya rework • Peningkatan *margin* proyek • Penurunan *maintenance cost* • Peningkatan *Asset Value & Return On Asset* (ROA) • Reduction in rework costs • Improvement in project margins • Reduction in maintenance costs • Increase in asset value and return on assets (ROA)	Peningkatan pendapatan Increase in revenue	• Positioning HK sebagai kontraktor dengan standar kualitas tinggi • Digitalisasi QA/QC (HK SHIELD) untuk *real-time quality control* • Penggunaan material & metode konstruksi inovatif (durability & efficiency) • Standardisasi best practice lintas proyek • Positioning Hutama Karya as a contractor with high-quality standards • QA/QC digitalization (HK SHIELD) for real-time quality control • Use of innovative construction materials and methods (durability and efficiency) • Standardization of best practices across projects
	• Budaya safety yang kuat • Reputasi perusahaan sebagai *employer of choice* • Strong safety culture • Enhanced corporate reputation as an employer of choice	• Penurunan OPEX (biaya kecelakaan, kompensasi) • Penurunan liabilitas • Peningkatan produktivitas → *revenue efficiency* • Penurunan premi asuransi • Reduction in operating expenses (accident and compensation costs) • Reduction in liabilities • Increased productivity leading to revenue efficiency • Reduction in insurance premiums	Peningkatan pendapatan Increase in revenue	• Implementasi smart asset management (*tracking, IoT, dashboard*) • Integrasi sistem keamanan (CCTV, *access control, monitoring real-time*) • Optimasi utilisasi aset proyek dan operasional • Implementation of smart asset management (tracking, IoT, dashboards) • Integration of security systems (CCTV, access control, real-time monitoring) • Optimization of asset utilization in projects and operations
	• Sistem *asset management* yang terintegrasi dan efisien • Peningkatan kepercayaan investor • More efficient and integrated asset management system • Increased investor confidence	• Penurunan *asset loss / write-off* • Penurunan biaya operasi • Peningkatan *asset utilization rate* • Stabilitas *revenue* operasional • Reduction in asset losses/write-offs • Lower operating costs • Higher asset utilization rate • Stabilized operational revenue	Peningkatan pendapatan Increase in revenue	Sistem pengamanan operasi tol: • CCTV & *monitoring* 24/7 • Patroli rutin dan koordinasi dengan aparat keamanan • Pengamanan infrastruktur jalan tol dari vandalisme dan pencurian • *Business continuity plan* untuk gangguan operasional Toll road operational security system: • CCTV and 24/7 monitoring • Routine patrols and coordination with security authorities • Protection of toll road infrastructure from vandalism and theft • Business continuity plan for operational

Peluang terkait Keberlanjutan Sustainability-Related Opportunities	**Deskripsi Peluang Keberlanjutan** Description of Sustainability Opportunities	**Potensi Dampak Positif** Potential Positive Impacts	**Jangka Waktu Dampak** Time Horizon of Impacts		
			Pendek Short	**Menengah** Medium	
Peluang Keselamatan Publik Public Safety Opportunity	Peningkatan keselamatan pengguna jalan melalui desain infrastruktur yang lebih aman, sistem *monitoring*, dan teknologi transportasi cerdas. Opportunity for improving road user safety through safer infrastructure design, monitoring systems, and intelligent transportation technology.	• Penurunan kecelakaan lalu lintas • Peningkatan kenyamanan dan kepercayaan pengguna • Peningkatan volume lalu lintas (*traffic*) • Reduction in traffic accidents • Improved user comfort and trust • Increased traffic volume	• Pengurangan insiden di jalan tol • Peningkatan layanan operasional • Reduction in incidents on toll roads • Improved operational service quality	• Peningkatan *traffic* dan pendapatan tol • Penurunan biaya perbaikan akibat kecelakaan • Increase in toll revenue (traffic growth) • Reduction in accident-related repair costs	
Perubahan Iklim **Climate Change**					
Perubahan Iklim (*Climate Change Risk*) Climate Change(Climate Change Risk)	Perubahan iklim membuka peluang bagi Hutama Karya untuk menjadi pionir dalam pengembangan infrastruktur yang cepat tanggap terhadap bencana dan adaptif terhadap risiko iklim, termasuk pembangunan bendungan, sistem irigasi, serta infrastruktur jalan yang tahan terhadap kondisi ekstrem. Climate change presents an opportunity for Hutama Karya to become a pioneer in developing infrastructure that is responsive to disasters and adaptive to climate risks, including the construction of dams, irrigation systems, and road infrastructure resilient to extreme conditions.	• *Positioning* sebagai *leader in climate-resilient infrastructure* • Peningkatan permintaan proyek adaptasi iklim (bendungan, irigasi, *flood control*) • Kontribusi terhadap ketahanan pangan dan air nasional • Akses terhadap pembiayaan berbasis iklim • Positioning as a leader in climate-resilient infrastructure • Increased demand for climate adaptation projects (dams, irrigation, flood control) • Contribution to national food and water security • Access to climate-based financing	• Peningkatan peluang proyek terkait mitigasi dan adaptasi bencana • Penguatan kapabilitas teknis dalam desain *resilient infrastructure* • Increased opportunities for disaster mitigation and adaptation projects • Strengthening technical capabilities in resilient infrastructure design	• Diversifikasi portofolio proyek • Kolaborasi dengan pemerintah dan lembaga internasional • Diversification of project portfolio • Collaboration with government and international institutions	

	Jangka Waktu Dampak Time Horizon of Impacts	**Analisis Dampak pada Laporan Keuangan** Analysis of Impact on Financial Statements	**Akun Laporan Keuangan yang Terdampak** Affected Financial Statement Accounts	**Strategi** Strategy
	Panjang Long			
	• Reputasi sebagai operator jalan tol yang aman • Loyalitas pengguna meningkat • Reputation as a safe toll road operator • Increased user loyalty	• Peningkatan *revenue* tol (*traffic growth*) • Penurunan OPEX (*incident handling & repair*) • Penurunan liabilitas klaim • Peningkatan profitabilitas operasional • Increase in toll road revenue (traffic growth) • Reduction in operating expenses (incident handling and repairs) • Reduction in liability claims • Improved operational profitability	Peningkatan pendapatan Increase in revenue	• Pengembangan *smart & safe toll road* (ITS, *monitoring real-time*) • Desain infrastruktur berstandar keselamatan tinggi • Sistem tanggap darurat & manajemen lalu lintas terintegrasi • Edukasi dan *engagement* pengguna jalan • Development of smart and safe toll roads (Intelligent Transportation Systems/ITS, real-time monitoring) • High-standard safety infrastructure design • Integrated emergency response and traffic management systems • Road user education and engagement programs
	• Reputasi sebagai pionir konstruksi cepat tanggap bencana • Keunggulan kompetitif dalam proyek-proyek nasional strategis • Positioning dalam ekosistem pembiayaan iklim global • Reputation as a pioneer in rapid disaster-response construction • Competitive advantage in national strategic infrastructure projects • Positioning within the global climate finance ecosystem	• Peningkatan revenue dari proyek *climate-resilient infrastructure* • Akses ke *green financing/climate funds* • Peningkatan *pipeline* proyek jangka panjang • Increased revenue from climate-resilient infrastructure projects • Access to green financing and climate funds • Expansion of long-term project pipeline	• Beban Operasional • Liabilitas Provisi • Operating Expenses • Provision Liabilities	• *Positioning* HK sebagai pionir infrastruktur tahan bencana (jalan tol, bendungan, irigasi) • Ekspansi ke proyek adaptasi iklim (*flood control, water management*) • Integrasi *climate risk* dalam desain & perencanaan proyek • Akses *green financing & climate funds* • Positioning Hutama Karya as a pioneer in disaster-resilient infrastructure (toll roads, dams, irrigation systems) • Expansion into climate adaptation projects (flood control, water management) • Integration of climate risk into project design and planning • Access to green financing and climate funds

Peluang terkait Keberlanjutan **Sustainability-Related Opportunities**	**Deskripsi Peluang Keberlanjutan** Description of Sustainability Opportunities	**Potensi Dampak Positif** Potential Positive Impacts	**Jangka Waktu Dampak** Time Horizon of Impacts	
			Pendek Short	**Menengah** Medium
Keanekaragaman Hayati (*Biodiversity Risk*) Biodiversity (Biodiversity Risk)	Integrasi aspek keanekaragaman hayati dalam proyek infrastruktur membuka ruang inovasi, seperti pembangunan koridor satwa (*biodiversity corridor*), desain infrastruktur berbasis alam, serta pengembangan jalan tol sebagai ruang yang tidak hanya fungsional tetapi juga ramah lingkungan dan menarik secara ekologis. The integration of biodiversity aspects into infrastructure projects opens opportunities for innovation, such as the development of wildlife corridors, nature-based infrastructure design, and toll roads that are not only functional but also environmentally friendly and ecologically attractive.	• Inovasi desain infrastruktur berbasis alam (*nature-based solutions*) • Peningkatan daya tarik jalan tol (*green corridor concept*) • Penguatan ESG positioning perusahaan • Akses ke pembiayaan berbasis konservasi • Innovation in nature-based infrastructure design (nature-based solutions) • Increased attractiveness of toll roads (green corridor concept) • Strengthening ESG positioning of the Company • Access to conservation-based financing	• Implementasi pilot project (wildlife crossing, revegetasi) • Kolaborasi dengan NGO dan akademisi • Implementation of pilot projects (wildlife crossings, revegetation programs) • Collaboration with NGOs and academic institutions	• Pengembangan standar internal *biodiversity-friendly construction* • Peningkatan nilai tambah proyek (beyond fungsi transportasi) • Development of internal standards for biodiversity-friendly construction • Increased value addition of projects beyond transportation function
Perusakan Lingkungan (Environmental Degradation Risk) Environmental Degradation (Environmental Degradation Risk)	Optimalisasi pengelolaan lingkungan dalam proyek infrastruktur, termasuk pemanfaatan energi terbarukan, pengendalian banjir, serta efisiensi sumber daya, untuk meningkatkan kinerja operasional dan memperkuat rekam jejak keberlanjutan perusahaan. Optimization of environmental management in infrastructure projects, including the utilization of renewable energy, flood control systems, and resource efficiency, to improve operational performance and strengthen the Company's sustainability track record.	• Pemanfaatan *renewable energy* • Kontribusi terhadap pengendalian banjir dan manajemen air • Efisiensi energi dan material • Penguatan track record ESG perusahaan • Utilization of renewable energy • Contribution to flood control and water management • Energy and material efficiency • Strengthening the Company's ESG track record	• Implementasi inisiatif energi terbarukan dan efisiensi • Pengurangan limbah dan emisi operasional • Implementation of renewable energy and efficiency initiatives • Reduction of waste and operational emissions	• Penurunan biaya energi dan operasional • Peningkatan efisiensi proyek • Reduction in energy and operational costs • Improved project efficiency

Setiap unit bisnis, terutama di lini proyek, diharapkan untuk mengidentifikasi risiko perubahan cuaca melalui proses agregasi risiko. Jika risiko terkait cuaca atau iklim ditemukan secara konsisten di berbagai proyek dengan eksposur risiko yang melebihi *risk appetite* perusahaan, peristiwa risiko tersebut perlu mendapat perhatian khusus. Sebagai bagian dari transparansi dalam pengelolaan risiko, Hutama Karya menggunakan metrik untuk menilai risiko terkait iklim dan peluang. Metrik ini meliputi:

- Kerugian Finansial Akibat Cuaca Ekstrem: Nilai moneter (Rp/USD) per kejadian.
- Gangguan Operasional: Hari/tahun.
- Kepatuhan Terhadap Regulasi Lingkungan: Persentase (%).

	Jangka Waktu Dampak Time Horizon of Impacts	**Analisis Dampak pada Laporan Keuangan** Analysis of Impact on Financial Statements	**Akun Laporan Keuangan yang Terdampak** Affected Financial Statement Accounts	**Strategi** Strategy
	Panjang Long			
	• Reputasi sebagai pelopor *green infrastructure* di Indonesia • Diferensiasi kuat dalam tender proyek • Kontribusi nyata terhadap konservasi nasional • Reputation as a pioneer of green infrastructure in Indonesia • Strong differentiation in project tenders • Tangible contribution to national conservation efforts	• Akses ke *blended finance / conservation-linked funding* • Peningkatan nilai proyek (*premium ESG projects*) • Penurunan risiko penolakan sosial → menjaga *project continuity* • Potensi peningkatan *brand value* perusahaan • Access to blended finance and conservation-linked funding • Increased project value (premium ESG-aligned projects) • Reduced risk of social opposition, supporting project continuity • Potential increase in corporate brand value	• Beban Operasional • Liabilitas Provisi • Operating Expenses • Provision Liabilities	• Integrasi *biodiversity corridor & wildlife crossing* dalam proyek • Pengembangan konsep *green toll road* sebagai nilai tambah • *Pilot project* berbasis konservasi sebagai *showcase* • Kolaborasi dengan NGO & akademisi • Standarisasi *biodiversity-friendly construction* • Integration of biodiversity corridors and wildlife crossings in infrastructure projects • Development of green toll road concepts as value-added infrastructure • Pilot conservation-based projects as showcases • Collaboration with NGOs and academic institutions • Standardization of biodiversity-friendly construction practices
	• *Positioning* sebagai perusahaan konstruksi berkelanjutan • Peningkatan valuasi dan daya tarik investor • Kepatuhan terhadap regulasi masa depan • Positioning as a sustainable construction company • Increased valuation and investor attractiveness • Compliance with future regulatory requirements	• Penurunan OPEX (energi dan material) • Akses ke *green loan / sustainability-linked loan* • Peningkatan *return* proyek melalui efisiensi • Penguatan *cost of capital* (lebih rendah karena *ESG performance*) • Reduction in operating expenses (energy and materials) • Access to green loans and sustainability-linked loans • Improved project returns through efficiency gains • Strengthened cost of capital (lower due to ESG performance)	• Beban Operasional • Liabilitas Provisi • Operating Expenses • Provision Liabilities	• Pemanfaatan *renewable energy* (solar di ROW jalan tol) • Pengembangan solusi pengendalian banjir & manajemen air • Efisiensi energi, material, dan limbah • Penguatan ESG *track record* untuk akses pembiayaan • Pengembangan *green loan / sustainability-linked financing* • Utilization of renewable energy (solar panels along toll road Right of Way/ROW) • Development of flood control and water management solutions • Energy, material, and waste efficiency initiatives • Strengthening ESG track record to support financing access • Development of green loans and sustainability-linked financing initiatives

Each business unit, particularly in the project line, is expected to identify weather-related risks through a risk aggregation process. If weather- or climate-related risks are consistently identified across multiple projects with risk exposures exceeding the Company's risk appetite, such risk events shall receive special attention. As part of transparency in risk management, Hutama Karya utilizes metrics to assess climate-related risks and opportunities. These metrics include:

- Financial Losses Due to Extreme Weather Events: Monetary value (IDR/USD) per incident.
- Operational Disruptions: Days per year.
- Environmental Regulatory Compliance: Percentage (%).

Strategi Aspek Ekonomi

Strategi aspek ekonomi meliputi strategi kinerja ekonomi, strategi praktik pengadaan, dan strategi anti korupsi. Perseroan menerapkan strategi kinerja ekonomi yang berfokus pada optimalisasi pendapatan, efisiensi biaya, serta penguatan struktur keuangan melalui perencanaan bisnis yang prudent dan pengendalian berbasis kinerja. Strategi ini diimplementasikan melalui peningkatan produktivitas proyek, diversifikasi sumber pendapatan, serta pengelolaan arus kas yang disiplin guna menjaga stabilitas finansial dan mendukung pertumbuhan berkelanjutan. Selain itu, Perseroan juga mengintegrasikan prinsip keberlanjutan dalam pengambilan keputusan ekonomi untuk memastikan keseimbangan antara profitabilitas dan tanggung jawab sosial. Namun demikian, terdapat *trade-off* antara upaya efisiensi biaya dengan kebutuhan investasi jangka panjang, seperti pengembangan teknologi dan peningkatan kapasitas sumber daya manusia, yang dalam jangka pendek dapat menekan margin keuntungan, namun penting untuk menjaga daya saing dan ketahanan bisnis di masa depan.

Dalam praktik pengadaan, Perseroan menerapkan strategi yang mengedepankan transparansi, akuntabilitas, dan prinsip tata kelola yang baik melalui sistem *e-procurement*, seleksi vendor yang ketat, serta penerapan standar berbasis ESG. Pendekatan ini bertujuan untuk memastikan pemilihan mitra kerja yang kompeten, efisiensi biaya, serta kualitas hasil pekerjaan yang optimal. Perseroan juga mendorong keterlibatan pemasok lokal guna mendukung perekonomian nasional dan memperkuat rantai pasok yang berkelanjutan. Meskipun demikian, terdapat *trade-off* antara proses seleksi yang ketat dan kebutuhan percepatan proyek, di mana proses yang lebih komprehensif dapat meningkatkan kualitas dan mengurangi risiko, namun berpotensi memperpanjang waktu pengadaan dan menunda pelaksanaan proyek apabila tidak dikelola secara efektif.

Strategi anti korupsi Perseroan difokuskan pada penerapan sistem manajemen anti penyuapan, penguatan budaya integritas, serta peningkatan kesadaran melalui pelatihan dan sosialisasi berkelanjutan kepada seluruh pemangku kepentingan. Perseroan juga mengoptimalkan mekanisme pengendalian melalui *Whistleblowing System* (WBS), penandatanganan pakta integritas, serta penerapan kebijakan *zero tolerance* terhadap segala bentuk korupsi dan fraud. Pendekatan ini bertujuan untuk memitigasi risiko hukum, menjaga reputasi perusahaan, serta menciptakan lingkungan kerja yang etis dan transparan. Adapun *trade-off* yang dihadapi adalah antara peningkatan kontrol dan kepatuhan dengan fleksibilitas operasional, di mana prosedur yang lebih ketat dapat meningkatkan akuntabilitas, namun berpotensi menambah kompleksitas administrasi dan memperlambat proses pengambilan keputusan jika tidak diimbangi dengan sistem yang efisien.

Strategi Perubahan Iklim

Hutama Karya melakukan pemantauan dan pengelolaan dampak perubahan iklim melalui pengukuran yang terstruktur dan dapat dipertanggungjawabkan. Berdasarkan hasil penilaian risiko, Perseroan merancang tindakan mitigasi dan adaptasi untuk mengurangi dampak iklim, seperti peningkatan ketahanan

Economic Aspect Strategy

The Company's economic aspect strategy encompasses economic performance, procurement practices, and anti-corruption strategies. The Company implements an economic performance strategy focused on revenue optimization, cost efficiency, and strengthening the financial structure through prudent business planning and performance-based controls. This strategy is executed through improving project productivity, diversifying revenue sources, and maintaining disciplined cash flow management to preserve financial stability and support sustainable growth. In addition, the Company integrates sustainability principles into its economic decision-making to ensure a balance between profitability and social responsibility. However, there are trade-offs between cost efficiency efforts and long-term investment needs, such as technology development and human capital capacity enhancement, which may put pressure on profit margins in the short term but are essential to maintain competitiveness and business resilience in the future.

In procurement practices, the Company applies a strategy that emphasizes transparency, accountability, and good governance principles through the implementation of an e-procurement system, stringent vendor selection, and the adoption of ESG-based standards. This approach aims to ensure the selection of competent business partners, cost efficiency, and optimal quality of work outcomes. The Company also promotes the involvement of local suppliers to support the national economy and strengthen a sustainable supply chain. Nevertheless, there are trade-offs between stringent selection processes and the need for project acceleration, where more comprehensive processes can enhance quality and reduce risks, but may extend procurement timelines and delay project execution if not managed effectively.

The Company's anti-corruption strategy is focused on the implementation of an anti-bribery management system, strengthening the culture of integrity, and enhancing awareness through continuous training and socialization for all stakeholders. The Company also optimizes control mechanisms through the Whistleblowing System (WBS), the signing of integrity pacts, and the enforcement of a zero-tolerance policy against all forms of corruption and fraud. This approach aims to mitigate legal risks, safeguard the Company's reputation, and create an ethical and transparent working environment. The trade-off encountered lies between increased controls and compliance and operational flexibility, where stricter procedures can enhance accountability but may add administrative complexity and potentially slow decision-making processes if not supported by efficient systems.

Climate Change Strategy

Hutama Karya monitors and manages the impacts of climate change through structured and accountable measurement processes. Based on the risk assessment results, the Company designs mitigation and adaptation actions to reduce climate-related impacts, such as enhancing infrastructure resilience and modifying

infrastruktur dan modifikasi proses operasional, serta memastikan kepatuhan terhadap regulasi lingkungan.

operational processes, while ensuring compliance with applicable environmental regulations.

Skenario 2°C
2°C Scenario

Dalam skenario ini, regulasi yang lebih ketat, seperti pajak karbon dan standar energi, dapat meningkatkan biaya operasional jangka pendek. Namun, Perseroan beradaptasi melalui:
- Investasi dalam teknologi rendah karbon.
- Diversifikasi sumber energi, termasuk penggunaan energi terbarukan.
- Pengurangan jejak karbon di seluruh rantai nilai.

In this scenario, stricter regulations such as carbon taxes and energy standards may increase short-term operational costs. However, the Company adapts through:
- Investment in low-carbon technologies.
- Diversification of energy sources, including the use of renewable energy.
- Reduction of carbon footprint across the value chain.

Skenario <2°C
<2°C Scenario

Risiko transisi meningkat, seperti percepatan disrupsi pasar dan penghapusan aset terkait bahan bakar fosil. Perseroan memitigasi dampak ini dengan:
- Pengembangan model bisnis berbasis ekonomi sirkular.
- Memperkuat portofolio produk dan layanan berkelanjutan.
- Kemitraan dengan pemangku kepentingan untuk mendukung inovasi hijau.

Transition risks increase, such as accelerated market disruption and the phase-out of fossil fuel-related assets. The Company mitigates these impacts through:
- Development of circular economy–based business models.
- Strengthening the portfolio of sustainable products and services.
- Partnerships with stakeholders to support green innovation.

Perseroan juga menerapkan indikator kinerja utama (*Key Performance Indicator*/KPI) sebagai alat untuk memantau efektivitas langkah-langkah mitigasi yang telah dilaksanakan serta melakukan penyesuaian apabila diperlukan. Pendekatan yang berbasis data ini mendukung pertumbuhan yang berkelanjutan dan memastikan bahwa aspek keberlanjutan menjadi bagian yang terukur dalam kinerja perusahaan, dengan fokus pada pengelolaan dampak lingkungan, peningkatan kesejahteraan sosial, serta penerapan tata kelola yang baik. Penilaian terhadap indikator Lingkungan, Sosial, dan Tata Kelola (LST) juga menjadi bagian yang penting dalam proses evaluasi kinerja setiap unit kerja maupun operasional Perseroan.

The Company also applies Key Performance Indicators (KPIs) as a tool to monitor the effectiveness of implemented mitigation measures and to make adjustments where necessary. This data-driven approach supports sustainable growth and ensures that sustainability aspects are an integral and measurable part of the Company's performance, with a focus on managing environmental impacts, enhancing social welfare, and implementing good governance practices. The assessment of Environmental, Social, and Governance (ESG) indicators is also an important part of the performance evaluation process for each business unit and the Company's operations.

Hingga saat ini, Perseroan belum secara eksplisit mengungkapkan *trade-off* terkait perubahan iklim. Namun demikian, dalam praktiknya, Perseroan mulai mempertimbangkan berbagai *trade-off* strategis dalam pengembangan bisnis, antara lain:

- Fokus proyek konvensional vs ekspansi ke proyek pasca-bencana (*post-disaster infrastructure*)
  Perseroan mulai melihat peluang dalam pembangunan infrastruktur cepat tanggap bencana (rehabilitasi jalan, bendungan, dan sistem irigasi), yang mungkin memiliki kompleksitas lebih tinggi, namun membuka pasar baru dan memperkuat *positioning* sebagai kontraktor strategis nasional.
- Portofolio tradisional vs diversifikasi berbasis ketahanan iklim
  Perluasan portofolio dari jalan tol menuju infrastruktur berbasis air (bendungan, irigasi, *flood control*) memerlukan investasi dan kapabilitas tambahan, namun meningkatkan ketahanan bisnis dan relevansi jangka panjang.
- Efisiensi biaya vs penciptaan nilai tambah proyek
  Integrasi elemen seperti *environmental corridor* seperti Pekanbaru-Dumai, green toll road, dan biodiversity features dapat meningkatkan biaya awal proyek, namun menciptakan daya jual tambahan, meningkatkan daya tarik proyek, serta memperkuat nilai ESG perusahaan.
- Kecepatan eksekusi vs kualitas dan keberlanjutan desain
  Penerapan desain berbasis ketahanan iklim dan lingkungan dapat memperpanjang tahap perencanaan, namun mengurangi risiko kerusakan aset dan biaya perbaikan di masa depan.

To date, the Company has not explicitly disclosed climate-related trade-offs. However, in practice, the Company has begun to consider several strategic trade-offs in business development, including:

- Conventional project focus vs expansion into post-disaster infrastructure
  The Company is increasingly exploring opportunities in rapid disaster-response infrastructure development (road rehabilitation, dams, and irrigation systems), which may involve higher complexity but opens new markets and strengthens its positioning as a national strategic contractor.
- Traditional portfolio vs climate-resilient diversification
  Expansion from toll roads into water-based infrastructure (dams, irrigation systems, flood control) requires additional investment and capabilities, but enhances business resilience and long-term relevance.
- Cost efficiency vs value creation in projects
  The integration of elements such as environmental corridors (e.g., Pekanbaru–Dumai), green toll roads, and biodiversity features may increase upfront project costs, but enhances project marketability, increases attractiveness, and strengthens the Company's ESG value.
- Execution speed vs design quality and sustainability
  The adoption of climate-resilient and environmentally sustainable design approaches may extend planning phases, but reduces the risk of asset damage and future repair costs.

Ke depannya, Perseroan akan mengembangkan pendekatan yang lebih terstruktur dalam mengidentifikasi dan mengungkapkan *trade-off* ini sebagai bagian dari strategi perubahan iklim, sehingga setiap keputusan bisnis tidak hanya mempertimbangkan aspek finansial, tetapi juga peluang pertumbuhan, ketahanan, dan keberlanjutan jangka panjang.

Going forward, the Company will further develop a more structured approach to identifying and disclosing these trade-offs as part of its climate change strategy, ensuring that every business decision considers not only financial aspects, but also growth opportunities, resilience, and long-term sustainability.

Strategi Aspek Sosial

Strategi aspek sosial meliputi strategi K3, strategi kepuasan pelanggan, strategi kepegawaian, serta pelatihan dan pendidikan. Perseroan menerapkan strategi K3 yang berfokus pada pencegahan risiko dan penguatan budaya keselamatan melalui implementasi Sistem Manajemen K3 berbasis standar nasional dan internasional, identifikasi bahaya dan penilaian risiko (HIRADC/JSA), serta penerapan teknologi digital seperti HK SHIELD untuk pelaporan dan monitoring insiden secara *real-time*. Pendekatan ini diperkuat dengan pelaksanaan *safety induction, toolbox meeting* harian, penggunaan APD, serta program kesehatan pekerja guna memastikan lingkungan kerja yang aman dan produktif. Selain itu, Perseroan menetapkan target *zero fatality* dan peningkatan tingkat kematangan QHSSE sebagai indikator utama keberhasilan. Namun demikian, terdapat *trade-off* antara peningkatan standar keselamatan dengan efisiensi waktu dan biaya operasional, di mana penerapan prosedur K3 yang ketat dapat memperlambat pelaksanaan proyek dan meningkatkan biaya jangka pendek, meskipun dalam jangka panjang mampu mengurangi risiko kecelakaan dan kerugian yang lebih besar.

Strategi kepuasan pelanggan difokuskan pada peningkatan kualitas layanan melalui penerapan sistem manajemen mutu dan keselamatan lalu lintas berbasis ISO, digitalisasi layanan pelanggan, serta pemanfaatan teknologi untuk *monitoring* kinerja secara *real-time*. Perseroan juga secara aktif mengelola umpan balik melalui survei kepuasan pelanggan dan sistem pengaduan untuk memastikan respons yang cepat dan tepat terhadap kebutuhan pengguna jalan tol maupun pemilik proyek. Selain itu, peningkatan kompetensi tenaga kerja dan standar operasional menjadi bagian penting dalam menjaga konsistensi kualitas layanan. Adapun *trade-off* yang dihadapi adalah antara peningkatan kualitas layanan dengan efisiensi biaya operasional, di mana investasi pada teknologi, peningkatan fasilitas, dan pengembangan SDM dapat meningkatkan kepuasan pelanggan, namun berpotensi menambah beban biaya dalam jangka pendek.

Perseroan menerapkan strategi pengelolaan kepegawaian yang berorientasi pada peningkatan kesejahteraan, keterlibatan, dan retensi karyawan melalui kebijakan kerja yang adil, inklusif, serta berbasis kinerja. Strategi ini diimplementasikan melalui penyediaan program kesejahteraan, penguatan budaya kerja, serta pelaksanaan survei kepuasan dan keterlibatan karyawan secara berkala sebagai dasar evaluasi dan perbaikan. Selain itu, Perseroan juga mendorong pengembangan karier yang berkelanjutan guna meningkatkan loyalitas dan produktivitas karyawan. Namun demikian, terdapat *trade-off* antara peningkatan kesejahteraan

Social Aspect Strategy

The Company's social aspect strategy encompasses occupational health and safety (OHS), customer satisfaction, employment, as well as training and education strategies. The Company implements an OHS strategy focused on risk prevention and strengthening a safety culture through the implementation of an OHS Management System based on national and international standards, hazard identification and risk assessment (HIRADC/JSA), and the utilization of digital technology such as HK SHIELD for real-time incident reporting and monitoring. This approach is reinforced through the implementation of safety induction, daily toolbox meetings, the use of personal protective equipment (PPE), and employee health programs to ensure a safe and productive working environment. In addition, the Company has established a zero fatality target and improvement in QHSSE maturity level as key indicators of success. However, there are trade-offs between enhancing safety standards and operational time and cost efficiency, where the implementation of stringent OHS procedures may slow project execution and increase short-term costs, although in the long term it can reduce the risk of accidents and greater losses.

The customer satisfaction strategy is focused on improving service quality through the implementation of ISO-based quality and road traffic safety management systems, digitalization of customer services, and the utilization of technology for real-time performance monitoring. The Company also actively manages feedback through customer satisfaction surveys and complaint handling systems to ensure timely and appropriate responses to the needs of toll road users and project owners. In addition, enhancing workforce competencies and operational standards forms an integral part of maintaining consistent service quality. The trade-off faced lies between improving service quality and operational cost efficiency, where investments in technology, facility upgrades, and human capital development can enhance customer satisfaction but may increase cost burdens in the short term.

The Company implements an employment management strategy oriented toward improving employee welfare, engagement, and retention through fair, inclusive, and performance-based employment policies. This strategy is implemented through the provision of employee welfare programs, strengthening of work culture, and periodic employee satisfaction and engagement surveys as a basis for evaluation and continuous improvement. In addition, the Company promotes sustainable career development to enhance employee loyalty and productivity. However, there are trade-offs between improving employee welfare and benefits and

dan benefit karyawan dengan efisiensi biaya perusahaan, di mana peningkatan kompensasi dan fasilitas dapat meningkatkan kepuasan dan retensi, tetapi juga berdampak pada peningkatan beban operasional apabila tidak dikelola secara optimal.

Strategi pelatihan dan pendidikan difokuskan pada pengembangan kompetensi karyawan secara berkelanjutan melalui program pelatihan teknis dan non-teknis, *coaching*, *mentoring*, serta integrasi dengan manajemen talenta dan pengembangan karier. Perseroan juga memanfaatkan evaluasi kinerja dan kebutuhan kompetensi untuk memastikan efektivitas program pelatihan, termasuk persiapan masa pensiun sebagai bagian dari siklus pengelolaan SDM. Pendekatan ini bertujuan untuk meningkatkan produktivitas, kesiapan menghadapi perubahan industri, serta daya saing organisasi secara keseluruhan. Adapun *trade-off* yang dihadapi adalah antara investasi waktu dan biaya pelatihan dengan produktivitas jangka pendek, pelaksanaan pelatihan dapat mengurangi waktu kerja operasional sementara, namun memberikan manfaat jangka panjang berupa peningkatan kompetensi dan kinerja karyawan.

maintaining cost efficiency, where increased compensation and facilities may enhance satisfaction and retention but may also increase operational expenses if not managed optimally.

The training and education strategy is focused on continuous competency development of employees through technical and non-technical training programs, coaching, mentoring, and integration with talent management and career development. The Company also utilizes performance evaluations and competency needs assessments to ensure the effectiveness of training programs, including retirement preparation as part of the human capital management cycle. This approach aims to enhance productivity, readiness to face industry changes, and overall organizational competitiveness. The trade-off encountered lies between the investment of time and cost in training and short-term productivity, where training activities may temporarily reduce operational working hours, but provide long-term benefits in the form of improved employee competencies and performance.

Policy Commitment [GRI 2-23, GRI 2-24]
Policy Commitment

Dalam melaksanakan kegiatan usahanya, Perseroan mematuhi berbagai peraturan baik di tingkat nasional maupun internasional yang terkait dengan aktivitas bisnisnya. Perseroan senantiasa mematuhi aturan internasional terkait ketenagakerjaan yang dikembangkan oleh *International Labor Organization* (ILO) serta prinsip-prinsip panduan PBB tentang bisnis dan hak asasi manusia (UNGPs). Adapun standar dan panduan internasional lainnya yang diacu Perseroan meliputi:

1. IPCC GPG Uncertainty. Good Practice Guidance and Uncertainty Management in National Greenhouse Gas Inventories. UNFCCC.
2. 2019 IPCC Refinement. 2019 Refinement to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories. UNFCCC.
3. AMS-III.BH. Displacement of production of brick and cement by manufacture and installation of gypsum concrete wall panels - Version 1.0. UNFCCC.
4. AMS-III.Y. Methane avoidance through separation of solids from wastewater or manure treatment systems - Version 4.0. UNFCCC.
5. AMS-III.F. Avoidance of methane emissions through composting - Version 12.0.UNFCCC.
6. AMS-III.BE. Avoidance of methane and nitrous oxide emissions from sugarcane preharvest open burning through mulching - Version 1.0. UNFCCC.

In carrying out its business activities, the Company complies with various regulations at both national and international levels relevant to its operations. The Company consistently adheres to international labor standards developed by the International Labour Organization (ILO) as well as the United Nations Guiding Principles on Business and Human Rights (UNGPs). Other international standards and guidelines adopted by the Company include:

1. IPCC GPG Uncertainty. Good Practice Guidance and Uncertainty Management in National Greenhouse Gas Inventories. UNFCCC.
2. 2019 IPCC Refinement. 2019 Refinement to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories. UNFCCC.
3. AMS-III.BH. Displacement of production of brick and cement by manufacture and installation of gypsum concrete wall panels — Version 1.0. UNFCCC.
4. AMS-III.Y. Methane avoidance through separation of solids from wastewater or manure treatment systems — Version 4.0. UNFCCC.
5. AMS-III.F. Avoidance of methane emissions through composting — Version 12.0. UNFCCC.
6. AMS-III.BE. Avoidance of methane and nitrous oxide emissions from sugarcane preharvest open burning through mulching — Version 1.0. UNFCCC.

Sedangkan aturan nasional yang diacu oleh Perseroan yaitu:

Meanwhile, the national regulations referred to by the Company are as follows:

No.	Judul Peraturan Regulation Title	Tentang Subject
1	Undang-Undang Nomor 4 Tahun 2024 Law Number 4 of 2024	Kesejahteraan Ibu dan Anak pada Fase Seribu Hari Pertama Kehidupan Maternal and Child Welfare during the First 1,000 Days of Life
2	Undang-Undang Nomor 66 Tahun 2024 Law Number 66 of 2024	Perubahan Ketiga atas Undang-Undang Nomor 17 Tahun 2008 tentang Pelayaran Third Amendment to Law Number 17 of 2008 concerning Shipping
3	Undang-Undang Nomor 5 Tahun 1999 Law Number 5 of 1999	Larangan Praktek Monopoli dan Persaingan Usaha Tidak Sehat Prohibition of Monopolistic Practices and Unfair Business Competition
4	Undang-Undang Nomor 4 Tahun 1996 Law Number 4 of 1996	Hak Tanggungan Atas Tanah Beserta Benda-Benda yang Berkaitan dengan Tanah Security Rights over Land and Objects Related to Land
5	Undang-Undang Nomor 8 Tahun 1995 Law Number 8 of 1995	Pasar Modal Capital Market
6	Undang-Undang Nomor 28 Tahun 2002 Law Number 28 of 2002	Bangunan Gedung Buildings
7	Undang-Undang Nomor 13 Tahun 2003 Law Number 13 of 2003	Ketenagakerjaan Manpower
8	Undang-Undang Nomor 4 Tahun 1971 Law Number 4 of 1971	Perubahan dan Penambahan atas Ketentuan Pasal 54 Kitab Undang-undang Hukum Dagang (Stbl. 1847 : 23) Amendment and Supplement to Article 54 of the Commercial Code (Stbl. 1847:23)
9	Undang-Undang Nomor 19 Tahun 2003 Law Number 19 of 2003	Badan Usaha Milik Negara State-Owned Enterprises
10	Undang-Undang Nomor 28 Tahun 1999 Law Number 28 of 1999	Penyelenggara Negara yang Bersih dan Bebas dari Korupsi, Kolusi, dan Nepotisme State Administration Free from Corruption, Collusion, and Nepotism
11	Undang-Undang Nomor 10 Tahun 1995 Law Number 10 of 1995	Kepabeanan Customs
12	Undang-Undang Nomor 2 Tahun 2004 Law Number 2 of 2004	Penyelesaian Perselisihan Hubungan Industrial Settlement of Industrial Relations Disputes
13	Undang-Undang Nomor 15 Tahun 2004 Law Number 15 of 2004	Pemeriksaan Pengelolaan dan Tanggung Jawab Keuangan Negara Audit of State Financial Management and Accountability
14	Undang-Undang Nomor 40 Tahun 2004 Law Number 40 of 2004	Sistem Jaminan Sosial Nasional National Social Security System
15	Undang-Undang Nomor 38 Tahun 2004 Law Number 38 of 2004	Jalan Roads
16	Undang-Undang Nomor 22 Tahun 2001 Law Number 22 of 2001	Minyak dan Gas Bumi Oil and Gas
17	Undang-Undang Nomor 5 Tahun 1960 Law Number 5 of 1960	Peraturan Dasar Pokok-Pokok Agraria Basic Agrarian Principles
18	Undang-Undang Nomor 41 Tahun 1999 Law Number 41 of 1999	Kehutanan Forestry
19	Undang-Undang Nomor 17 Tahun 2006 Law Number 17 of 2006	Perubahan atas Undang-Undang Nomor 10 Tahun 1995 tentang Kepabeanan Amendment to Law Number 10 of 1995 concerning Customs
20	Undang-Undang Nomor 25 Tahun 2007 Law Number 25 of 2007	Penanaman Modal Investment
21	Undang-Undang Nomor 26 Tahun 2007 Law Number 26 of 2007	Penataan Ruang Spatial Planning
22	Undang-Undang Nomor 40 Tahun 2007 Law Number 40 of 2007	Perseroan Terbatas Limited Liability Companies
23	Undang-Undang Nomor 9 Tahun 2008 Law Number 9 of 2008	Larangan Penggunaan Bahan Kimia sebagai Senjata Kimia Prohibition of the Use of Chemicals as Chemical Weapons
24	Undang-Undang Nomor 11 Tahun 2008 Law Number 11 of 2008	Informasi dan Transaksi Elektronik Electronic Information and Transactions

No.	Judul Peraturan Regulation Title	Tentang Subject
25	Undang-Undang Nomor 17 Tahun 2008 Law Number 17 of 2008	Pelayaran Shipping
26	Undang-Undang Nomor 20 Tahun 2008 Law Number 20 of 2008	Usaha Mikro, Kecil, dan Menengah Micro, Small, and Medium Enterprises
27	Undang-Undang Nomor 18 Tahun 2008 Law Number 18 of 2008	Pengelolaan Sampah Waste Management
28	Undang-Undang Nomor 30 Tahun 2007 Law Number 30 of 2007	Energi Energy
29	Undang-Undang Nomor 4 Tahun 2009 Law Number 4 of 2009	Pertambangan Mineral dan Batubara Mineral and Coal Mining
30	Undang-Undang Nomor 1 Tahun 2009 Law Number 1 of 2009	Penerbangan Aviation
31	Undang-Undang Nomor 36 Tahun 1999 Law Number 36 of 1999	Telekomunikasi Telecommunications
32	Undang-Undang Nomor 8 Tahun 1997 Law Number 8 of 1997	Dokumen Perusahaan Company Documents
33	Undang-Undang Nomor 5 Tahun 1990 Law Number 5 of 1990	Konservasi Sumber Daya Alam Hayati dan Ekosistemnya Conservation of Biological Natural Resources and Ecosystems
34	Undang-Undang Nomor 25 Tahun 1992 Law Number 25 of 1992	Perkoperasian Cooperatives
35	Undang-Undang Nomor 4 Tahun 1984 Law Number 4 of 1984	Wabah Penyakit Menular Communicable Disease Outbreaks
36	Undang-Undang Nomor 8 Tahun 1999 Law Number 8 of 1999	Perlindungan Konsumen Consumer Protection
37	Undang-Undang Nomor 16 Tahun 2001 Law Number 16 of 2001	Yayasan Foundations
38	Undang-Undang Nomor 1 Tahun 1970 Law Number 1 of 1970	Keselamatan Kerja Occupational Safety
39	Undang-Undang Nomor 3 Tahun 1969 Law Number 3 of 1969	Persetujuan Konvensi Organisasi Perburuhan Internasional No. 120 Mengenai Hygiene dalam Perniagaan dan Kantor-Kantor Ratification of ILO Convention No. 120 on Hygiene in Commerce and Offices
40	Undang-Undang Nomor 22 Tahun 2009 Law Number 22 of 2009	Lalu Lintas dan Angkutan Jalan Road Traffic and Transportation
41	Undang-Undang Nomor 19 Tahun 2009 Law Number 19 of 2009	Pengesahan Stockholm Convention on Persistent Organic Pollutants (Konvensi Stockholm tentang Bahan Pencemar Organik yang Persisten) Ratification of the Stockholm Convention on Persistent Organic Pollutants
42	Undang-Undang Nomor 24 Tahun 2009 Law Number 24 of 2009	Bendera, Bahasa, dan Lambang Negara, serta Lagu Kebangsaan State Flag, Language, Emblem, and National Anthem
43	Undang-Undang Nomor 43 Tahun 2009 Law Number 43 of 2009	Kearsipan Archives
44	Undang-Undang Nomor 30 Tahun 2009 Law Number 30 of 2009	Ketenagalistrikan Electricity
45	Undang-Undang Nomor 32 Tahun 2009 Law Number 32 of 2009	Perlindungan dan Pengelolaan Lingkungan Hidup Environmental Protection and Management
46	Undang-Undang Nomor 6 Tahun 2011 Law Number 6 of 2011	Keimigrasian Immigration
47	Undang-Undang Nomor 7 Tahun 2011 Law Number 7 of 2011	Mata Uang Currency

No.	Judul Peraturan Regulation Title	Tentang Subject
48	Undang-Undang Nomor 24 Tahun 2011 Law Number 24 of 2011	Badan Penyelenggara Jaminan Sosial Social Security Administering Body
49	Undang-Undang Nomor 2 Tahun 2012 Law Number 2 of 2012	Pengadaan Tanah bagi Pembangunan untuk Kepentingan Umum Land Acquisition for Development in the Public Interest
50	Undang-Undang Nomor 18 Tahun 2012 Law Number 18 of 2012	Pangan Food
51	Undang-Undang Nomor 3 Tahun 2014 Law Number 3 of 2014	Perindustrian Industry
52	Undang-Undang Nomor 7 Tahun 2014 Law Number 7 of 2014	Perdagangan Trade
53	Undang-Undang Nomor 18 Tahun 2014 Law Number 18 of 2014	Kesehatan Jiwa Mental Health
54	Undang-Undang Nomor 20 Tahun 2014 Law Number 20 of 2014	Standardisasi dan Penilaian Kesesuaian Standardization and Conformity Assessment
55	Undang-Undang Nomor 19 Tahun 2016 Law Number 19 of 2016	Perubahan atas Undang-Undang Nomor 11 Tahun 2008 tentang Informasi dan Transaksi Elektronik Amendment to Law Number 11 of 2008 concerning Electronic Information and Transactions
56	Undang-Undang Nomor 2 Tahun 2017 Law Number 2 of 2017	Jasa Konstruksi Construction Services
57	Undang-Undang Nomor 17 Tahun 2019 Law Number 17 of 2019	Sumber Daya Air Water Resources
58	Undang-Undang Nomor 3 Tahun 2020 Law Number 3 of 2020	Perubahan atas Undang-Undang Nomor 4 Tahun 2009 tentang Pertambangan Mineral dan Batubara Amendment to Law Number 4 of 2009 concerning Mineral and Coal Mining
59	Undang-Undang Nomor 11 Tahun 2020 Law Number 11 of 2020	Cipta Kerja (Dicabut dengan Perppu 2/2022 jo UU 6/2023) Job Creation (revoked by Perppu 2/2022 jo Law 6/2023)
60	Undang-Undang Nomor 10 Tahun 2020 Law Number 10 of 2020	Bea Meterai Stamp Duty
61	Undang-Undang Nomor 2 Tahun 2022 Law Number 2 of 2022	Perubahan Kedua atas Undang-Undang Nomor 38 Tahun 2004 tentang Jalan Second Amendment to Law Number 38 of 2004 concerning Roads
62	Undang-Undang Nomor 27 Tahun 2022 Law Number 27 of 2022	Pelindungan Data Pribadi Personal Data Protection
63	Undang-Undang Nomor 1 Tahun 2023 Law Number 1 of 2023	Kitab Undang-Undang Hukum Pidana Criminal Code
64	Undang-Undang Nomor 4 Tahun 2023 Law Number 4 of 2023	Pengembangan dan Penguatan Sektor Keuangan Financial Sector Development and Strengthening
65	Undang-Undang Nomor 6 Tahun 2023 Law Number 6 of 2023	Penetapan Peraturan Pemerintah Pengganti Undang-Undang Nomor 2 Tahun 2022 tentang Cipta Kerja menjadi Undang-Undang Enactment of Perppu 2/2022 on Job Creation into Law
66	Undang-Undang Nomor 17 Tahun 2023 Law Number 17 of 2023	Kesehatan Health
67	Undang-Undang Nomor 1 Tahun 2024 Law Number 1 of 2024	Perubahan Kedua atas Undang-Undang Nomor 11 Tahun 2008 tentang Informasi dan Transaksi Elektronik Second Amendment to Law Number 11 of 2008 concerning Electronic Information and Transactions
68	Undang-Undang Nomor 32 Tahun 2024 Law Number 32 of 2024	Perubahan atas Undang-Undang Nomor 5 Tahun 1990 tentang Konservasi Sumber Daya Alam Hayati dan Ekosistemnya Amendment to Law Number 5 of 1990 concerning Conservation of Biological Natural Resources and Ecosystems
69	Undang-Undang Nomor 1 Tahun 2025 Law Number 1 of 2025	Perubahan Ketiga atas Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara Third Amendment to Law Number 19 of 2003 concerning State-Owned Enterprises

Di samping itu, dalam memastikan aktivitas bisnisnya telah sesuai dengan standar internasional yang tercermin dengan telah dimilikinya:

1. **ISO 19650 Kitemark**: Dengan diperolehnya ISO 19650 Kitemark, Hutama Karya membuktikan komitmennya dalam menjalankan transformasi digital konstruksi yang berkelas dunia. Sertifikasi ini memperkuat eksistensi Hutama Karya sebagai perusahaan konstruksi yang tidak hanya memenuhi standar global, tetapi juga memastikan kualitas informasi, keamanan data, efisiensi proses, serta kolaborasi proyek yang unggul. Implementasi ISO 19650 kini menjadi fondasi utama dalam tata kelola BIM di seluruh proyek Hutama Karya, meningkatkan kepercayaan klien, efektivitas operasional, dan daya saing industri konstruksi di Indonesia
2. **ISO 27001:2022**: Dengan diperolehnya sertifikasi ISO/IEC 27001:2022, Hutama Karya membuktikan komitmennya dalam menerapkan sistem manajemen keamanan informasi yang berstandar internasional. Sertifikasi ini menegaskan posisi Hutama Karya sebagai perusahaan konstruksi yang tidak hanya berfokus pada keunggulan operasional, tetapi juga pada perlindungan aset informasi secara menyeluruh. Implementasi ISO/IEC 27001:2022 menjadi fondasi utama dalam tata kelola keamanan informasi di seluruh proses dan proyek Hutama Karya.
3. Sistem Manajemen K3 ISO 45001:2018
4. Sistem Manajemen Anti-Penyuapan ISO 37001:2016
5. Sistem Manajemen Mutu ISO 9001:2015
6. Sistem Manajemen Lingkungan ISO 14001:2015
7. Sistem Manajemen Keselamatan Lalu Lintas Jalan (*Road Traffic Safety Management System*/RTS) ISO 39001:2012

Berbagai aturan tersebut kemudian dijadikan acuan bagi Perseroan dalam mengembangkan kebijakan internal perusahaan.

In addition, to ensure that its business activities are aligned with international standards, the Company has obtained the following certifications:

1. **ISO 19650 Kitemark:** Through obtaining the ISO 19650 Kitemark certification, Hutama Karya demonstrates its commitment to implementing world-class digital transformation in construction. This certification strengthens Hutama Karya's position as a construction company that not only complies with global standards but also ensures information quality, data security, process efficiency, and superior project collaboration. The implementation of ISO 19650 has become a key foundation in BIM governance across all Hutama Karya projects, enhancing client trust, operational effectiveness, and competitiveness in the Indonesian construction industry
2. **ISO 27001:2022:** By obtaining ISO/IEC 27001:2022 certification, Hutama Karya demonstrates its commitment to implementing an internationally recognized information security management system. This certification affirms Hutama Karya's position as a construction company that not only focuses on operational excellence but also on comprehensive protection of information assets. The implementation of ISO/IEC 27001:2022 serves as a key foundation for information security governance across all processes and projects within Hutama Karya.
3. Occupational Health and Safety Management System ISO 45001:2018
4. Anti-Bribery Management System ISO 37001:2016
5. Quality Management System ISO 9001:2015
6. Environmental Management System ISO 14001:2015
7. Road Traffic Safety Management System (RTS) ISO 39001:2012

These regulations and standards are subsequently used by the Company as references in developing its internal corporate policies.

Kebijakan Policy	**Uji Tuntas (*Due Dilligence*)** Due Diligence	**Penanggungjawab** Responsible Party
Kebijakan *Quality, Health, Safety, Security & Environment Management System* (QHSSEMS) dan *Road Traffic Safety Management System* (RTSMS) Quality, Health, Safety, Security & Environment Management System (QHSSEMS) and Road Traffic Safety Management System (RTSMS)	Pelaksanaan sertifikasi Internasional berdasarkan standar ISO 9001 (*Quality*), ISO 45001 (K3), ISO 14001 (Lingkungan) dan ISO 39001 (*Road Traffic Safety*). Implementation of international certification based on ISO 9001 (Quality), ISO 45001 (Occupational Health & Safety), ISO 14001 (Environment), and ISO 39001 (Road Traffic Safety).	Divisi QHSSE QHSSE Division
Kebijakan *Security Management System* (SMS) Security Management System (SMS) Policy	Pelaksanaan Audit Sistem Manajemen Pengamanan oleh Kepolisian Republik Indonesia Implementation of Security Management System Audit by the National Police of the Republic of Indonesia	Divisi QHSSE QHSSE Division
Kebijakan Manajemen Risiko Perusahaan Corporate Risk Management Policy	Penilailan *Risk Maturity Index* Risk Maturity Index assessment	Divisi Pengelolaan Risiko, Sistem & Kepatuhan Risk Management, Systems & Compliance Division
Kebijakan Sistem Manajemen Keamanan Informasi PT Hutama Karya (Persero) Information Security Management System Policy of PT Hutama Karya (Persero)	Pelaksanaan Sertifikasi ISO 27001 (*Information Security Management System*) Implementation of ISO 27001 (Information Security Management System) certification	Divisi Engineering, Riset & TI Engineering, Research & IT Division

Kebijakan Policy	**Uji Tuntas (*Due Dilligence*)** Due Diligence	**Penanggungjawab** Responsible Party
Kebijakan Kepatuhan Persaingan Usaha PT Hutama Karya (Persero) Business Competition Compliance Policy of PT Hutama Karya (Persero)	Penilaian dan Penetapan Program Kepatuhan oleh Komisi Pengawas Persaingan Usaha Republik Indonesia Assessment and determination of compliance program by the Business Competition Supervisory Commission of the Republic of Indonesia (KPPU)	Sekretaris Perusahaan Corporate Secretary
Kebijakan *Know Your Counterparty* PT Hutama Karya (Persero) Know Your Counterparty Policy of PT Hutama Karya (Persero)	Asesmen GCG GCG assessment	Divisi Corporate Planning Corporate Planning Division
Kebijakan Penyelenggaraan Kearsipan PT Hutama Karya Archival Management Policy of PT Hutama Karya (Persero)	Asesmen GCG GCG assessment	Sekretaris Perusahaan Corporate Secretary
Kebijakan Sistem Pengendalian Internal PT Hutama Karya (Persero) Internal Control System Policy of PT Hutama Karya (Persero)	Pelaksanaan Sertifikasi ISO 9001:2015 : Sistem Manajemen Mutu Implementation of ISO 9001:2015 certification: Quality Management System	Satuan Pengawasan Intern Internal Audit Unit (SPI)
Komitmen Anti-Fraud PT Hutama Karya (Persero) Anti-Fraud Commitment of PT Hutama Karya (Persero)	Pelaksanaan Audit ISO 37001: Anti-Bribery Management System (SMAP) Implementation of ISO 37001 audit: Anti-Bribery Management System (ABMS)	Sekretaris Perusahaan dan Satuan Pengawas Intern Corporate Secretary and Internal Audit Unit
Kebijakan Tata Kelola Data dan *Artificial Inteligence* (AI) di PT Hutama Karya (Persero) Data Governance and Artificial Intelligence (AI) Policy of PT Hutama Karya (Persero) (Persero)	Pelaksanaan Sertifikasi ISO 27001:2022 Manajemen Keamanan Informasi Implementation of ISO 27001:2022 certification: Information Security Management System	Divisi Engineering, Riset & TI Engineering, Research & IT Division

Di samping melaksanakan uji tuntas, sebagai bentuk komitmen terhadap prinsip kehati-hatian dalam pengelolaan aspek Keselamatan dan Kesehatan Kerja (K3), perusahaan secara konsisten menerapkan program *Stop Work Authority* (SWA). Prinsip ini menegaskan bahwa setiap individu di lingkungan kerja, tanpa memandang jabatan atau posisi, memiliki hak sekaligus kewajiban untuk menghentikan pekerjaan apabila ditemukan kondisi tidak aman (*unsafe condition*) maupun tindakan tidak aman (*unsafe act*) yang berpotensi menimbulkan kecelakaan kerja, kerusakan lingkungan, maupun kerugian aset.

Penerapan SWA merupakan langkah preventif untuk memastikan bahwa setiap aktivitas kerja dilaksanakan dalam kondisi yang terkendali dan sesuai dengan standar keselamatan yang berlaku. Melalui program ini, perusahaan mendorong budaya pelaporan yang terbuka dan proaktif, sehingga potensi bahaya dapat diidentifikasi dan ditangani sejak dini sebelum berkembang menjadi insiden. Dengan adanya penerapan *Stop Work Authority* (SWA), perusahaan tidak hanya memenuhi aspek kepatuhan terhadap regulasi K3, tetapi juga memperkuat budaya keselamatan (*safety culture*) yang berkelanjutan, di mana keselamatan menjadi prioritas utama dalam setiap pengambilan keputusan.

In addition to conducting due diligence, as a manifestation of its commitment to the prudential principle in managing Occupational Health and Safety (OHS) aspects, the Company consistently implements the Stop Work Authority (SWA) program. This principle affirms that every individual within the working environment, regardless of rank or position, possesses both the right and the obligation to cease work in the event of any identified unsafe condition or unsafe act that may potentially result in occupational accidents, environmental damage, or asset losses.

The implementation of SWA constitutes a preventive measure to ensure that all work activities are carried out under controlled conditions and in compliance with applicable safety standards. Through this program, the Company promotes an open and proactive reporting culture, enabling potential hazards to be identified and addressed at an early stage before escalating into incidents. The implementation of Stop Work Authority not only ensures compliance with OHS regulations but also strengthens a sustainable safety culture, whereby safety is upheld as a primary consideration in all decision-making processes.

Terkait dengan penghormatan terhadap hak asasi manusia diwujudkan melalui implementasi *Respectful Workplace Policy* (RWP) yang telah dijalankan secara berkelanjutan oleh Perseroan sebagaimana tertuang dalam Surat Keputusan Direksi Nomor 5311/KPTS/118/XII/2024 dan *Handbook* RWP. Upaya tersebut tidak hanya terbatas pada penyusunan kebijakan, tetapi juga diiringi dengan berbagai inisiatif untuk meningkatkan *awareness* dan pemahaman karyawan. Perusahaan telah menyusun RWP Handbook sebagai panduan utama, serta menyelenggarakan kegiatan seperti webinar, *podcast*, dan sosialisasi yang menjangkau seluruh unit kerja. Melalui berbagai aktivitas ini, perusahaan berkomitmen untuk membangun lingkungan kerja yang saling menghargai, inklusif, dan bebas dari diskriminasi, pelecehan seksual maupun perilaku tidak pantas. Sepanjang tahun 2025, tidak terdapat insiden terkait hak asasi manusia di lingkungan Perseroan.

With regard to the respect for human rights, the Company has implemented the Respectful Workplace Policy (RWP), which has been carried out on a continuous basis as stipulated in the Board of Directors Decree Number 5311/KPTS/118/XII/2024 and the RWP Handbook. Such efforts are not limited to policy formulation but are complemented by various initiatives aimed at enhancing employee awareness and understanding. The Company has developed the RWP Handbook as the primary guideline and has organized activities such as webinars, podcasts, and socialization programs covering all business units. Through these initiatives, the Company is committed to fostering a respectful, inclusive, and discrimination-free working environment, including the prevention of sexual harassment and other inappropriate conduct. Throughout 2025, there were no reported incidents related to human rights within the Company's environment.

PT Hutama Karya (Persero) memiliki dokumen kebijakan meliputi Komitmen, Pedoman, Prosedur, Instruksi Kerja hingga Panduan yang berfungsi sebagai acuan bagi seluruh karyawan dalam melaksanakan proses bisnis yang menjadi tugas dan tanggung jawabnya sesuai dengan regulasi yang berlaku. Dokumen kebijakan disusun oleh unit kerja pengelola proses, diverifikasi oleh EVP unit kerja yang terkait dengan proses yang diatur serta ditetapkan oleh Direktur Pembina dan/atau Direksi sesuai dengan hierarki kebijakan yang ditetapkan.

PT Hutama Karya (Persero) has policy documents comprising Commitments, Guidelines, Procedures, Work Instructions, and Manuals that serve as references for all employees in carrying out business processes in accordance with applicable regulations. These policy documents are prepared by the process-owning unit, verified by the EVP of the relevant unit, and approved by the Supervising Director and/or the Board of Directors in accordance with the established policy hierarchy.

Dokumen kebijakan PT Hutama Karya (Persero) dievaluasi secara berkala berdasarkan kriteria yang telah ditetapkan oleh pengelola proses bersama dengan unit pengelola kesisteman.

Policy documents of PT Hutama Karya (Persero) are periodically evaluated based on criteria established by the process owner in coordination with the system management unit.

Untuk memastikan pemahaman dan kepatuhan dalam penerapan dokumen kebijakan, seluruh dokumen kebijakan dipublikasikan kepada seluruh karyawan melalui platform *Document Management System*. Selain itu juga terdapat Daftar Induk Dokumen Kebijakan yang berisi daftar dokumen kebijakan terkini serta perubahan-perubahan yang terjadi yang disosialiasikan setiap bulan melalui platform resmi perusahaan seperti email, *Document Management System* dan/atau *broadcast* resmi perusahaan. Dokumen kebijakan yang baru terbit/diperbarui wajib disosialisasikan oleh pengelola proses kepada unit kerja terkait pelaksana proses. Dokumen kebijakan yang berkaitan dengan rekan bisnis serta untuk memenuhi keterbukaan informasi publik juga dipublikasikan melalui kanal PPID Hutama Karya https://ppid.hutamakarya.com.

To ensure understanding and compliance in the implementation of policy documents, all policies are published to all employees through the Document Management System platform. In addition, there is a Master List of Policy Documents containing the latest policies and any updates, which is disseminated monthly through official Company platforms such as email, the Document Management System, and/or official corporate broadcasts. Newly issued or updated policy documents must be communicated by the process owner to the relevant operational units. Policy documents relating to business partners, as well as information disclosed to fulfill public information transparency requirements, are also published through Hutama Karya's PPID channel at ppid.hutamakarya.com.

Semua kebijakan kemudian diselaraskan dengan strategi dan diturunkan ke dalam dokumen Instruksi Kerja yang berfungsi sebagai panduan bagi seluruh karyawan Perseroan dalam melaksanakan tugas dan tanggung jawab mereka. Dokumen Instruksi Kerja ini terus disosialisasikan kepada pihak internal maupun eksternal yang terkait. Untuk memaksimalkan penerapan kebijakan, Perseroan telah memberikan pelatihan di antaranya pelatihan anti korupsi, serta pelaksanaan sertifikasi, pelatihan manajerial, dan knowledge sharing.

All policies are subsequently aligned with the Company's strategy and translated into Work Instruction documents, which serve as guidelines for all employees in carrying out their duties and responsibilities. These Work Instruction documents are continuously disseminated to relevant internal and external parties. To maximize policy implementation, the Company has conducted various training programs, including anti-corruption training, as well as certification programs, managerial training, and knowledge-sharing initiatives.

Proses untuk Memulihkan Dampak Negatif [GRI 2-25]
Process for Remediating Negative Impacts

Dalam menjalankan aktivitas operasionalnya, Perseroan memiliki komitmen untuk memberikan dampak positif bagi lingkungan dan sosial. Namun demikian, aktivitas operasional Perseroan tidak terlepas dari adanya dampak negatif. Dampak negatif yang terjadi meliputi potensi gangguan lingkungan seperti kebisingan, debu, limbah, dan emisi, serta dampak sosial berupa gangguan aktivitas masyarakat, risiko keselamatan kerja, dan munculnya keluhan dari pemangku kepentingan di sekitar wilayah operasional. Dalam hal terjadi dampak negatif, Perseroan berkomitmen untuk memulihkan dampak negatif melalui tindakan korektif dan pemulihan kondisi lingkungan dan sosial sesuai dengan tingkat dan karakteristik dampak yang ditimbulkan, termasuk perbaikan operasional dan pencegahan dampak lanjutan. Perseroan bekerja sama dengan pemerintah daerah, instansi teknis terkait, konsultan lingkungan, mitra kerja, serta masyarakat setempat untuk memastikan proses pemulihan berjalan efektif dan sesuai dengan ketentuan yang berlaku.

In carrying out its operational activities, the Company is committed to delivering positive environmental and social impacts. However, the Company's operations are not entirely free from negative impacts. These include potential environmental disturbances such as noise, dust, waste, and emissions, as well as social impacts such as disruption to community activities, occupational safety risks, and complaints from stakeholders in the surrounding operational areas. In the event that negative impacts occur, the Company is committed to remediating such impacts through corrective actions and restoration of environmental and social conditions in accordance with the scale and characteristics of the impacts, including operational improvements and prevention of further impacts. The Company collaborates with local governments, relevant technical agencies, environmental consultants, business partners, and local communities to ensure that the remediation process is effective and compliant with applicable regulations.

Untuk mencegah dan menangani terjadinya dampak negatif, Perseroan telah memiliki mekanisme penanganan pengaduan yang dapat diakses oleh karyawan, masyarakat, dan pemangku kepentingan lainnya, yang bertujuan untuk menerima, mencatat, menindaklanjuti, dan menyelesaikan pengaduan secara transparan, adil, dan tepat waktu. Pemangku kepentingan dapat menyampaikan pengaduan dengan menghubungi nomor 021-8193708 ext. 507. Setiap pengaduan yang diterima akan diverifikasi, dianalisis, ditindaklanjuti, serta diberikan umpan balik kepada pelapor sebagai bagian dari upaya perbaikan berkelanjutan. Perseroan melibatkan Divisi QHSSE, Sekretaris Perusahaan dan Divisi Operasi & Pemeliharaan jalan Tol, serta unit operasional terkait dalam merancang, meninjau, melaksanakan, dan meningkatkan kualitas mekanisme pengaduan.

To prevent and address negative impacts, the Company has established a grievance handling mechanism accessible to employees, communities, and other stakeholders. This mechanism is designed to receive, record, follow up, and resolve complaints in a transparent, fair, and timely manner. Stakeholders may submit complaints by contacting +62 21 8193708 ext. 507. Every complaint received is verified, analyzed, followed up, and responded to with feedback to the reporter as part of continuous improvement efforts. The Company involves the QHSSE Division, the Corporate Secretary, and the Toll Road Operations & Maintenance Division, as well as relevant operational units, in designing, reviewing, implementing, and enhancing the quality of the complaint-handling mechanism.

Dampak negatif yang telah terjadi ditangani melalui upaya remediasi berupa pemulihan lingkungan, penyesuaian metode kerja, peningkatan pengendalian operasional dan keselamatan, serta pemberian kompensasi atau dukungan sosial yang relevan, guna memastikan tidak terulangnya dampak serupa di masa mendatang. Mekanisme penanganan pengaduan senantiasa dievaluasi secara berkala untuk memastikan efektivitas, transparansi, dan kesesuaiannya dengan kebutuhan pemangku kepentingan yang di antaranya masyarakat, karyawan, dan pengguna jalan tol serta ketentuan yang berlaku. Evaluasi dilakukan melalui pemantauan kinerja penanganan pengaduan, analisis tren dan jenis pengaduan yang masuk, serta penilaian atas kecepatan dan kualitas penyelesaian pengaduan.

Negative impacts that have occurred are addressed through remediation efforts, including environmental restoration, adjustments to work methods, strengthening of operational and safety controls, and the provision of relevant compensation or social support, to ensure that similar impacts do not recur in the future. The grievance handling mechanism is regularly evaluated to ensure its effectiveness, transparency, and alignment with the needs of stakeholders, including local communities, employees, and toll road users, as well as compliance with applicable regulations. Evaluations are conducted through monitoring grievance handling performance, analyzing trends and types of complaints received, and assessing the timeliness and quality of complaint resolution.

Mekanisme Konsultasi dan Penyampaian Masukan [GRI 2-26]
Consultation and Feedback Mechanism

Dalam merumuskan dan mengembangkan kebijakan, Perseroan senantiasa meratifikasi peraturan dan kebijakan yang relevan seperti Peraturan PUPR, BUMN, dan lainnya. Di samping itu, pada beberapa kebijakan internal tertentu seperti Kebijakan/Pedoman Arsip, Tata Naskah Dinas, Perseroan senantiasa melibatkan Pihak Arsip Nasional Republik Indonesia (ANRI) melalui *Focus Group Discussion* (FGD).

In formulating and developing its policies, the Company consistently ratifies relevant regulations and policies such as those issued by the Ministry of Public Works and Housing (PUPR), State-Owned Enterprises (BUMN), and others. In addition, for certain internal policies such as the Archival Policy/Guidelines and Official Correspondence Procedures, the Company involves the National Archives of the Republic of Indonesia (ANRI) through Focus Group Discussions (FGD).

Dalam menjalankan kegiatan operasionalnya, Perseroan senantiasa berupaya untuk meminimalisir dampak negatif terhadap masyarakat dan lingkungan. Sejalan dengan komitmen tersebut, Perseroan membuka ruang konsultasi serta penyampaian masukan bagi para pemangku kepentingan, termasuk masyarakat. Perseroan menyediakan berbagai mekanisme yang dapat digunakan oleh pemangku kepentingan untuk menyampaikan aspirasi, masukan, maupun pengaduan atas aktivitas operasional yang berpotensi mengganggu keberlangsungan kehidupan, merugikan pihak lain, atau menimbulkan konflik melalui SP4N Lapor, *Call Center* Jalan Tol yang dikelola Hutama Karya dan melalui Mozy, yaitu aplikasi terintegrasi terkait Jalan Tol Hutama Karya. Setiap masukan maupun pengaduan yang disampaikan akan ditindaklanjuti secara bijaksana, objektif, dan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku. Perseroan juga melakukan langkah-langkah preventif guna mencegah terulangnya permasalahan serupa di kemudian hari.

In carrying out its operational activities, the Company continuously strives to minimize negative impacts on the community and the environment. In line with this commitment, the Company provides channels for consultation and grievance submission for stakeholders, including communities. The Company provides various mechanisms that can be utilized by stakeholders to convey aspirations, feedback, and complaints regarding operational activities that may potentially disrupt livelihoods, cause harm to other parties, or give rise to conflicts, through SP4N Lapor, the toll road call center managed by Hutama Karya, and Mozy, an integrated application related to Hutama Karya toll roads. Every feedback and grievance submitted is addressed in a prudent, objective, and compliant manner in accordance with applicable laws and regulations. The Company also undertakes preventive measures to avoid the recurrence of similar issues in the future.

Selain pengaduan terkait dampak operasional, pemangku kepentingan juga dapat melaporkan dugaan pelanggaran yang berkaitan dengan etika, integritas, norma, maupun ketentuan yang berlaku melalui Sistem Pelaporan Pelanggaran (*Whistleblowing System*/WBS). Sistem ini merupakan salah satu bentuk implementasi prinsip *Good Corporate Governance* (GCG) yang berfungsi sebagai sarana pencegahan dan pengungkapan pelanggaran atau tindakan kecurangan di lingkungan Perseroan. Perseroan menjamin kerahasiaan identitas serta memberikan perlindungan kepada pelapor. Setiap laporan yang masuk akan dikelola oleh unit terkait, antara lain fungsi kepatuhan, tim investigasi internal, serta pihak berwenang lainnya sesuai dengan mekanisme yang berlaku.

In addition to grievances related to operational impacts, stakeholders may also report alleged violations related to ethics, integrity, norms, or applicable regulations through the Whistleblowing System (WBS). This system represents one form of Good Corporate Governance (GCG) implementation and serves as a mechanism for the prevention and disclosure of misconduct or fraudulent activities within the Company. The Company ensures the confidentiality of the whistleblower's identity and provides protection to the reporting party. All reports received are managed by relevant units, including the compliance function, internal investigation teams, and other authorized parties in accordance with established procedures.

Di samping itu, Perseroan juga menyediakan saluran komunikasi lainnya sebagai bagian dari mekanisme konsultasi dan penyampaian isu strategis, antara lain melalui kegiatan *town hall meeting, management walkthrough,* rapat koordinasi dengan pemerintah dan regulator, serta kunjungan media massa. Berbagai mekanisme tersebut diharapkan dapat memperkuat keterbukaan informasi, meningkatkan kualitas komunikasi, serta mendukung terciptanya hubungan yang harmonis dengan seluruh pemangku kepentingan.

Furthermore, the Company provides additional communication channels as part of its consultation and issue escalation mechanisms, including town hall meetings, management walkthroughs, coordination meetings with government and regulatory bodies, and media visits. These mechanisms are intended to enhance transparency, improve communication quality, and support the development of harmonious relationships with all stakeholders.

Ikhtisar Kinerja Keberlanjutan

Sustainability Performance Highlights

[OJK B]





Penghargaan Keberlanjutan
Sustainability Awards

No.	Nama Penghargaan Award Name	Lembaga Institution	Kategori Category	Tahun Year
1.	Anugerah Avirama Nawasena	Manajemen Institut Teknologi Bandung (SBM ITB) School of Business and Management, Institut Teknologi Bandung (SBM ITB)	ESG Award	2025
2.	Keselamatan dan Kesehatan Kerja (K3)	Gubernur Jawa Timur Governor of East Java	4.949.590 jam kerja orang tanpa kecelakaan 4,949,590 man-hours without accidents	2025
3.	TOP CSR of The Year 2025	TRAS N CO Indonesia & INFOBRAND.ID	Special Achievement for Social Initiative “Mudik Lebaran” Special Achievement for Social Initiative “Mudik Lebaran"	2025
4.	TOP CSR Awards 2025	Top Business	TOP CSR Award #Star 5	2025
5.	TOP CSR Awards 2025	Top Business	TOP Leader on CSR Commitment 2025	2025
6.	TJSL & CSR Awards 2025	BUMN Track	Pilar Sosial - #4 Star Social Pillar – #4 Star	2025
7.	TJSL & CSR Awards 2025	BUMN Track	Pilar Lingkungan - #5 Star Environmental Pillar – #5 Star	2025
8.	TJSL & CSR Awards 2025	BUMN Track	Pilar Ekonomi - #5 Star Economic Pillar – #5 Star	2025
9.	6th Corporate Reputation Awards 2025	The Iconomics	50 Popular PR Person Awards 2025 50 Popular PR Person Awards 2025	2025
10.	Rekor Indonesia MURI	Museum Rekor Indonesia Indonesian World Records Museum (MURI)	Pengerjaan Proyek Jalan Bebas Hambatan Dengan Tingkat Efisiensi Waktu Tertinggi Fastest Execution Efficiency in Toll Road Construction Project	2025
11.	Sutami Award dalam Acara Hari Bhakti ke-80	Kementerian PU Ministry of Public Works	Penyedia Jasa Terbaik pada kategori Peningkatan Penggunaan Produk Dalam Negeri pada pembangunan Tol Serang - PanimbangSeksi III Best Service Provider in the Category of Increased Use of Domestic Products in the Construction of Serang–Panimbang Toll Road Section III	2025
12.	Sutami Award dalam Acara Hari Bhakti ke-80	Kementerian PU Ministry of Public Works	Mitra Kerja BUMN yang telah berkontribusi selama 80 tahun mendukung tugas Kementerian PU SOE Partner Contributing for 80 Years in Supporting the Ministry of Public Works	2025
13.	Anugerah Keterbukaan Informasi Publik 2025	Komisi Informasi Pusat RI Central Information Commission of the Republic of Indonesia	KBUMN	2025
14.	Sertifikasi “Greenship Existing Building”	World Green Building Council	Platinum	2025
15.	Founder’s Honoree The 2025 Going Digital Awards Year in Infrastructure (YII)	Bentley Systems	Founder’s Honors Category	2025
16.	Juara 1 BIM ISO 19650 Digital Delivery Leadership Award – The 6th JKR BIM Day 2025 Malaysia	BSI & JKR Malaysia	Digital Delivery Leadership Award	2025
17.	Outstanding Research Award of AAROHAN 3.0 in Global Innovation and Technology Summit	Atlas SkillTech	Outstanding Research Award	2025



Kinerja Aspek Ekonomi [OJK B.1, IF-EN-000.A, IF-EN-000.B, IF-EN-000.C]
Economic Performance

Jumlah Proyek yang Diterima
Number of Projects Awarded

2025	339
2024	277
2023	341

Kontrak
Contracts

Nilai Proyek yang Diterima
Value of Projects Awarded

2025	18,373
2024	34,839
2023	30,876

Miliar Rupiah
Billion Rupiah



Produksi: Jumlah Proyek Selesai
Production: Number of Projects Completed

2025	2024	2024
33	20	18

Kontrak
Contracts

Nilai Proyek yang Selesai
Value of Projects Completed

Juta Rupiah
Million Rupiah

2025	30.020.944	2024	20.891.994	2023	34.855.143

Nilai Proyek Aktif
Value of Active Projects

Juta Rupiah
Million Rupiah

2025	91.700.719	2024	68.368.248	2023	109.935.698

	2025	2024	2023	
Total Backlog Total Backlog	61.679.775	47.476.254	75.080.555	Juta Rupiah Million Rupiah
Total Pendapatan dari Kegiatan Operasi dan Usaha Total Revenue from Operating Activities	25.132.919	30.252.293	26.926.321	Juta Rupiah Million Rupiah
Laba Rugi Tahun Berjalan Profit or Loss for the Year	3.088.583	2.766.522	1.872.556	Juta Rupiah Million Rupiah
Total Aset Total Assets	189.098.170	196.042.463	169.739.487	Juta Rupiah Million Rupiah

Produk Ramah Lingkungan*
Environmentally Friendly Products*

***Green Products* (Bangunan Gedung Hijau)**
Green Products (Green Buildings)

Jumlah Proyek
Number of Projects

2025	2024	2024
9	15	2

Jumlah Pemasok Lokal (Pemasok Nasional)
Number of Local Suppliers (National Suppliers)

2025	2024	2024
754	370	218

Pemasok
Suppliers



Keterangan/Note:
*) Kriteria Green Construction dan Bangunan Gedung Hijau merupakan hasil penilaian internal Perseroan.
*) The Green Construction and Green Building Criteria are the results of the Company's internal assessment.

Kinerja Aspek Lingkungan Hidup [OJK B.2]
Environmental Performance

	2025	2024	2023	
Konsumsi Energi Listrik dan BBM Electricity and Fuel Consumption	1.783.818,18	1.178.397,41	1.236.689,30	Gigajoule
Emisi GRK Cakupan 1 Scope 1 GHG Emissions	89.107,24	72.554,29	343,12	tCO_2e
Emisi GRK Cakupan 2 Scope 2 GHG Emissions	145.931,07	56.591	4.956,17	tCO_2e
Emisi GRK Cakupan 3 Scope 3 GHG Emissions	233,84	355,49	444,99	tCO_2e
Intensitas Energi Energy Intensity	0,07	0,04	0,05	GJ/juta rupiah GJ/million rupiah
Emisi Gas Rumah Kaca Greenhouse Gas Emissions	235.038,31	129.500,78	5.744,28	tCO_2e
Pengurangan Emisi GRK Cakupan 3 Scope 3 GHG Emissions Reduction	121.65	89.5	121.68	tCO_2e
Pengurangan emisi yang dihasilkan Emissions Reduction Achieved	2.903,52****	-	-	tCO_2e

Konsumsi Air / Water Consumption — M^3

2025	2024	2023
89.116.999,48	3.277.886,49***	640.987,73***

Limbah yang Dihasilkan / Waste Generated — Ton

2025	2024	2023
1.472.453,00	1.301,11	497,21

Pengurangan limbah dan efluen: Limbah yang Dimanfaatkan Kembali*
Waste and Effluent Reduction: Waste Reused* — Ton

2025	2024	2023
115,88	76,52	65,71

Pelestarian keanekaragaman hayati / Biodiversity Conservation ***** — Pohon / Trees

2025	2024	2023
1.600	-**	-**

Biaya Lingkungan / Environmental Costs — Dalam Rupiah Penuh / In Full Rupiah

2025	2024	2023
4.791.708.160	119.974.903	135.166.877

Keterangan/Note:
* Limbah yang dimanfaatkan kembali merupakan upaya Perseroan dalam mengurangi limbah yang dihasilkan
** Perseroan telah melakukan kegiatan penanaman pohon di tahun 2024 dan 2023, namun belum mencatatkan besaran jumlah pohon yang ditanam
***) Penggunaan air 2023 dan 2024 berasal lingkup kantor Hutama Karya, sedangkan tahun 2025 sudah mencakup seluruh entitas Perseroan
****) Meskipun tidak terdapat pengurangan emisi GRK secara keseluruhan, namun terdapat pengurangan emisi pada penggunaan solar panel (Solar Panel HKT + Solar Panel PJU di ruas tol)
*****) Penanaman bibit-bibit pohon pada area disposal guna menjaga kelestarian hutan.

* Waste reused represents the Company's effort to reduce the amount of waste generated
** The Company has carried out tree planting activities in 2024 and 2023; however, the number of trees planted has not yet been recorded
***) Water consumption in 2023 and 2024 was derived from the Hutama Karya office scope, whereas in 2025 it has encompassed all entities of the Company
****) Although there was no overall reduction in GHG emissions, emissions reductions were achieved through the utilization of solar panels (HKT Solar Panels and Street Lighting Solar Panels on toll road sections).
*****) Tree seedlings were planted in disposal areas to support forest conservation and maintain ecosystem sustainability.



Kinerja Aspek Sosial [OJK B.3]
Social Performance

Perseroan memberikan kontribusi positif yang signifikan bagi masyarakat di sekitar wilayah operasional melalui pelaksanaan kegiatan Tanggung Jawab Sosial dan Lingkungan (TJSL). Kegiatan TJSL juga menjadi sarana bagi Perseroan untuk membangun hubungan yang harmonis, positif, dan berkelanjutan dengan masyarakat di sekitar wilayah operasional. Selain itu, Perseroan juga terus berupaya memberikan dampak positif bagi karyawan melalui berbagai inisiatif pengembangan sumber daya manusia, salah satunya dengan meningkatkan partisipasi karyawan dalam berbagai program pelatihan serta menambah jumlah jam pelatihan yang diikuti oleh karyawan. Upaya tersebut dilakukan sebagai bentuk komitmen Perseroan dalam mendorong peningkatan kompetensi dan pengembangan kapasitas karyawan secara berkelanjutan. Seiring dengan berbagai upaya tersebut, Perseroan berhasil meningkatkan kepuasan dan keterikatan karyawan pada tahun 2025 meningkat sebesar 82,42% dibandingkan dengan tahun 2024 yang sebesar 81,67%,

The Company provides a significant positive contribution to communities surrounding its operational areas through the implementation of Corporate Social and Environmental Responsibility (TJSL) programs. TJSL initiatives also serve as a means for the Company to build harmonious, positive, and sustainable relationships with communities in its operational areas. In addition, the Company continues to strive to deliver positive impacts to employees through various human capital development initiatives, including increasing employee participation in training programs and expanding the number of training hours attended by employees. These efforts reflect the Company's commitment to continuously enhance employee competencies and capacity development. Along with these initiatives, the Company successfully increased employee satisfaction and engagement, reaching 82.42% in 2025, compared to 81.67% in 2024.

Uraian Description	Satuan Unit	2025	2024	2023
Persentase Karyawan Perempuan Percentage of Female Employees	%	**23**	21	22
Jumlah Jam Pelatihan Karyawan Total Employee Training Hours	Jam Hours	**87.572**	83.549	81.450
Kepuasan Pelanggan Konstruksi Construction Customer Satisfaction	%	**92,37**	92,07	90,17
Kepuasan dan Keterikatan Karyawan Employee Satisfaction and Engagement	%	**82,42**	81,67	80,19
Investasi TJSL TJSL Investment	Juta Rupiah Million Rupiah	**17.440**	24.842	28.519

Namun demikian, aktivitas operasional Perseroan tidak terlepas dari adanya dampak negatif bagi karyawan berupa terjadinya kecelakaan kerja. Dalam rangka mengidentifikasi serta meminimalkan potensi risiko operasional, Perseroan melaksanakan pengelolaan risiko secara berkelanjutan melalui proses identifikasi bahaya, penilaian tingkat risiko, serta penetapan langkah-langkah pengendalian K3 secara rutin.

Selain itu, juga masih terdapat peningkatan *turnover* karyawan di tahun 2025. Namun, Perseroan memiliki komitmen untuk senantiasa memenuhi hak para pekerjanya.

However, the Company's operational activities are not free from negative impacts on employees, including the occurrence of workplace accidents. In order to identify and minimize potential operational risks, the Company conducts continuous risk management through hazard identification, risk level assessment, and the establishment of regular occupational health and safety (OHS) control measures.

In addition, there was also an increase in employee turnover in 2025. Nevertheless, the Company remains committed to consistently fulfilling the rights of its employees.

Uraian Description	Satuan Unit	2025	2024	2023
Jumlah Kecelakaan Kerja Number of Workplace Accidents	Kasus Case	**45**	35	47
Turnover Karyawan Employee Turnover	%	**9,67**	7,16	6,12







Profil Perusahaan
Company Profile

[OJK C]

Visi, Misi, dan Budaya Perusahaan [OJK C.1]
Vision, Mission, and Corporate Culture

Perseroan telah menetapkan visi dan misi perusahaan selaras dengan prinsip keberlanjutan.
The Company has established its vision and mission in alignment with sustainability principles.



VISI
Vision

Perusahaan Konstruksi dan Pengembang Infrastruktur Terdepan yang Berkelanjutan

Leading Sustainable Construction Enterprise and Infrastructure Developer

MISI
Mission

Menyediakan layanan konstruksi yang andal untuk memberikan nilai tambah bagi *stakeholder*;

Providing reliable construction services to deliver added value to stakeholders;

Investasi selektif berbasis infrastruktur untuk mendukung ekosistem bisnis konstruksi;

Selective infrastructure-based investments to support the construction business ecosystem;

Menyelesaikan mandat Pemerintah atas pengusahaan Jalan Tol Trans Sumatera yang memberikan nilai tambah ekonomi dan sosial bagi Masyarakat;

Completing the Government's mandate for the development and operation of the Trans-Sumatra Toll Road, which delivers economic and social added value to the community;

Meningkatkan kapabilitas korporasi yang berkelanjutan melalui penguatan kapasitas keuangan, transformasi *human capital*, digitalisasi, *risk* dan *safety culture* serta mengedepankan prinsip ESG.

Enhancing sustainable corporate capabilities through strengthening financial capacity, human capital transformation, digitalization, risk and safety culture, while upholding ESG principles.

Nilai Keberlanjutan
Sustainability Values

Hutama Karya sebagai salah satu Badan Usaha Milik Negara (BUMN) di Indonesia telah mengadopsi Tata Nilai "AKHLAK" (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif) sebagai identitas dan perekat budaya kerja yang mendukung visi Perseroan dan peningkatan kinerja secara berkelanjutan di Perusahaan BUMN, Anak Perusahaan, dan Perusahaan Afiliasi Terkonsolidasi. Nilai AKHLAK tidak hanya berfungsi sebagai identitas perusahaan, tetapi juga berperan sebagai landasan yang mengikat budaya kerja di dalam organisasi, yang pada akhirnya mendorong terciptanya integritas dan kinerja yang berkelanjutan. Nilai AKHLAK yang diimplementasikan Perseroan telah selaras dengan nilai keberlanjutan.

As one of Indonesia's State-Owned Enterprises, Hutama Karya has adopted the core values of "AKHLAK" (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative) as its corporate identity and as the foundation of its work culture. These values support the Company's vision and drive sustainable performance improvements across SOEs, subsidiaries, and consolidated affiliated entities. AKHLAK values serve not only as the Company's corporate identity but also as the foundation that unifies the organizational work culture, ultimately fostering integrity and sustainable performance. The AKHLAK values implemented by the Company are aligned with sustainability values.

Nilai-nilai utama AKHLAK memiliki keselarasan dengan prinsip-prinsip keberlanjutan, sebagaimana dijelaskan berikut ini

The core values of AKHLAK are aligned with sustainability principles, as outlined below

A K H L A K

Amanah — Trustworthy

Memegang teguh kepercayaan yang diberikan.
Panduan perilaku nilai "Amanah":
- Memenuhi janji dan komitmen.
- Bertanggung jawab atas tugas, keputusan, dan tindakan yang dilakukan.
- Berpegang teguh kepada nilai moral dan etik.

Uphold the trust given.
"Amanah" value behavior guide:
- Fulfilling promises and commitment.
- Responsible for duty, decision, and actions done.
- Firmly hold on to moral and ethics values.

Kompeten — Competence

Terus belajar dan mengembangkan kapabilitas.
Panduan perilaku nilai "Kompeten":
- Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah.
- Membantu orang lain belajar.
- Menyelesaikan tugas dengan kualitas terbaik.

Continue to learn and develop capabilities.
"Kompeten" value behavior guide:
- Improving self competency to face the everchanging challenge
- Help others to learn
- Finishing duty with best quality

Harmonis — Harmonious

Saling peduli dan menghargai perbedaan.
Panduan perilaku nilai "Harmonis":
- Menghargai setiap orang apapun latar belakangnya.
- Suka menolong orang lain.
- Membangun lingkungan kerja yang kondusif.

Mutual care and respect for difference.
"Harmonis" value behavior guide:
- Respect people regardless of background
- Like to help others
- Building a conducive work environment

Loyal — Loyal

Berdedikasi dan mengutamakan kepentingan bangsa dan negara.
Panduan perilaku nilai "Loyal":
- Menjaga nama baik sesama karyawan, pimpinan, BUMN, dan Negara.
- Rela berkorban untuk mencapai tujuan yang lebih besar.
- Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika.

Dedicated and prioritizing the interests of the Nation and the State.
"Loyal" value behavior guide:
- Keeping good names of fellow employees, leaders, State Owned Enterprises, and Nation
- Willing to sacrifice for bigger purposes
- Obey the leaders as long as not going against law and ethics

Adaptif — Adaptive

Terus berinovasi & antusias dalam menggerakkan ataupun menghadapi perubahan.
Panduan perilaku nilai "Adaptif":
- Cepat menyesuaikan diri untuk menjadi lebih baik.
- Terus-menerus melakukan perbaikan mengikuti perkembangan teknologi.
- Bertindak proaktif.

Continue to innovate and be enthusiastic in driving or facing change.
"Adaptif" value behavior guide:
- Quickly adaptive to become better
- Continue to keep up with technology development
- Act proactively

Kolaboratif — Collaborative

Membangun kerja sama yang sinergis.
Panduan perilaku nilai "Kolaboratif":
- Memberi kesempatan kepada berbagai pihak untuk berkontribusi.
- Terbuka dalam bekerja sama untuk menghasilkan nilai tambah.
- Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama.

Build synergistic cooperation.
"Kolaboratif" value behavior guide:
- Give opportunities to various parties to contribute
- Openness for partnership to create additional value
- Mobilizing the use of various resources for common goals

Internalisasi budaya perusahaan disampaikan pada bagian Kegiatan Membangun Budaya Keberlanjutan di Laporan Keberlanjutan ini serta pada Laporan Tahunan Perseroan bagian *Human Capital*.

The internalization of the Company's culture is presented in the Building a Sustainability Culture Activities section of this Sustainability Report, as well as in the Human Capital section of the Company's Annual Report.

Nilai Layanan: Melayani Sepenuh Hati

Melayani Sepenuh Hati merupakan nilai komitmen Perusahaan sebagai bagian dari BUMN di bawah Danantara dalam penyelenggaraan layanan yang berintegritas, profesional, dan berorientasi pada kepentingan masyarakat. Nilai ini diwujudkan melalui pelaksanaan tugas dan tanggung jawab dengan mengedepankan empati, kepedulian, dan kerendahan hati, serta pemahaman yang memadai terhadap kebutuhan para pemangku kepentingan. Penerapan nilai Melayani Sepenuh Hati tercermin dalam perilaku kerja yang menjunjung tinggi etika, kualitas layanan, akuntabilitas, dan perbaikan berkelanjutan, sehingga setiap interaksi dan proses pelayanan dilakukan secara bertanggung jawab, berkeadilan, dan memberikan manfaat optimal bagi masyarakat Indonesia.

Service Value: Serving with Wholehearted Commitment

Serving with Wholehearted Commitment reflects the Company's commitment, as part of a State-Owned Enterprise under Danantara, in delivering services with integrity, professionalism, and a strong orientation toward the public interest. This value is implemented through the execution of duties and responsibilities by prioritizing empathy, care, and humility, as well as an adequate understanding of stakeholders' needs. The application of the Serving with Wholehearted Commitment value is reflected in work behavior that upholds ethics, service quality, accountability, and continuous improvement, thereby ensuring that every interaction and service process is carried out responsibly, fairly, and provides optimal benefits to the people of Indonesia.

Identitas Perusahaan [OJK C.2, GRI 2-1, GRI 2-6]
Company Identity

Nama Perusahaan [GRI 2-1]
Company name

PT Hutama Karya (Persero)

Nama Singkat
Referred as

Perseroan

Tanggal Pendirian
Date of Establishment

29 Maret 1961 / March 29, 1961

Dasar Hukum Pendirian
Legal Basis of Establishment

- Penetapan Pemerintah dalam Berita Negara Republik Indonesia No. 14 tahun 1971 menjadi Perusahaan Negara dan berganti nama menjadi Perusahaan Negara Hutama Karya.
- Perubahan Hutama Karya menjadi PT Hutama Karya (Persero) dengan akta No. 74 tanggal 15 Maret 1973 dari notaris Kartini Muljadi, S.H. yang disahkan oleh Menteri Kehakiman Republik Indonesia dengan Surat Keputusan No. Y.A.5/300/4 tanggal 20 Agustus 1973, serta diumumkan dalam Lembaran Berita Negara No. 54 tanggal 1 Februari 1974, Tambahan No.10.
- Akta notaris No. 01 tanggal 1 Oktober 2021 dan akta notaris No. 11 tanggal 8 Februari 2022 dari notaris Ashoya Ratam, S.H, M.kn., tentang penambahan modal dari Negara Republik Indonesia. Perubahan ini mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU AH.01.03- 0455708 tanggal 1 Oktober 2021 dan No. AHU-AH.01.03-0088020 tanggal 9 Februari 2022.
- Akta Notaris No. 07 tanggal 16 Januari 2023 dari notaris Yumna Shabrina, S.H, M.Kn. tentang perubahan anggaran dasar. Perubahan ini telah disetujui Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU AH.01.03- 0008478 tanggal 19 Januari 2023.
- Akta Notaris No. 50 tanggal 19 Desember 2023 dari notaris Ashoya Ratam, S.H, M.Kn tentang penambahan modal dari Negara Republik Indonesia. Perubahan ini telah termuat dalam Berita Negara Republik Indonesia tanggal 2 Januari 2024 nomor I, Tambahan nomor 43/2024.

- Government stipulation in the State Gazette of the Republic of Indonesia No. 14 of 1971 became a State Company and changed its name to Hutama Karya State Company.
- The change of Hutama Karya to PT Hutama Karya (Persero) with deed No. 74 dated March 15, 1973 from notary Kartini Muljadi, S.H. which was authorized by the Minister of Justice of the Republic of Indonesia with Decree No. Y.A.5/300/4 dated August 20, 1973, and announced in the State Gazette No. 54 dated February 1, 1974, Supplement No.10.
- Notarial deed No. 01 dated October 1, 2021 and notarial deed No. 11 dated February 8, 2022 from notary Ashoya Ratam, S.H, M.kn., concerning additional capital from the Republic of Indonesia. These amendments were approved by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU AH.01.03- 0455708 dated October 1, 2021 and No. AHU-AH.01.03-0088020 dated February 9, 2022.
- Notarial Deed No. 07 dated January 16, 2023 from notary Yumna Shabrina, S.H, M.Kn regarding amendments to the articles of association. This amendment was approved by the Minister of Law and Human Rights of the Republic of Indonesia No. AHU AH.01.03- 0008478 dated January 19, 2023.
- Notarial Deed No. 50 dated December 19, 2023 from notary Ashoya Ratam, S.H, M.Kn regarding additional capital from the Republic of Indonesia. This amendment has been published in the State Gazette of the Republic of Indonesia dated January 2, 2024 number I, Supplement number 43/2024.

Data Jaringan Kantor
Office Network Data

1 Kantor Pusat/Head Office
8 Entitas Anak/Subsidiaries
4 Entitas Anak Tidak Langsung/ Indirect Subsidiaries

Bidang Usaha [GRI 2-6]
Business Activities

Industri konstruksi, pengusahaan jalan tol, layanan jasa peningkatan kemampuan di bidang jasa konstruksi, pengembangan properti, *real estate,* penyewaan ruangan serta hotel, dan manufaktur.

Construction industry, toll road concessions, capacity building services in the field of construction services, property developer, real estate, rent of space and hotel, and manufacture.

Bentuk Hukum
Legal Form

Perseroan Terbatas
Limited Liability Company

Total Karyawan
Total Employees

2.097

orang per 31 Desember 2025
employees as of Dec 31, 2025

Akses Informasi
Information Access

Kantor Pusat
Head Office

HK Tower
Jl. Letjend. Haryono M.T. Kav. 8, Cawang,
Jakarta 13340 Indonesia
Telp | Phone : (021) 8193708
Faks | Fax : (021) 819 6107
E-mail : pthk@hutamakarya.com
Website : www.hutamakarya.com

Sekretaris Perusahaan
Corporate Secretary

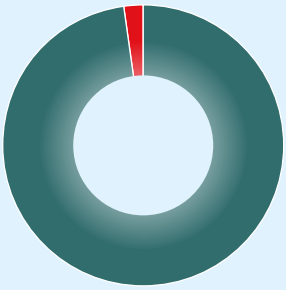
Hamdani
Telp | Phone : (021) 8193708
E-mail : pthk@hutamakarya.com

Hubungan Investor
Investor Relations

E-mail : investor.relations@hutamakarya.com

Media Sosial
Social media

@HutamaKarya
Hutamakarya
Hutama Karya



Kepemilikan [GRI 2-1]
Ownership

- **0,00000076%**
  Pemerintah Republik Indonesia
  Government of the Republic of Indonesia
- **99,99999924%**
  PT Danantara Asset Management (Persero)

Modal Dasar
Authorized Capital

Rp250.000.000.000.000

Modal Ditempatkan dan Disetor Penuh
Issued and Fully Paid-up Capital

Rp131.646.000.000.000

Negara Tempat Beroperasi*
Country of Operation

Indonesia

Keterangan/Description:
*)Terdapat 1 (satu) proyek Perseroan di Timor Leste/The Company has 1 (one) project located in Timor-Leste.

Informasi alamat Kantor Wilayah dan Kantor Cabang telah disajikan secara lengkap pada Laporan Tahunan Perseroan tahun 2025 bagian Profil Perusahaan.

Information on the addresses of Regional Offices and Branch Offices has been fully presented in the Company's 2025 Annual Report under the Company Profile section.

Skala Perusahaan [OJK C.3]
Company Scale

Tabel Skala Usaha Perusahaan
Table of Company Scale

Uraian Description	Satuan Unit	2025	2024	2023
Total Aset [OJK C.3] Total Assets	Dalam Jutaan Rupiah In Million Rupiah	**189.098.170**	196.042.463	169.739.487
Total Liabilitas [OJK C.3] Total Liabilities	Dalam Jutaan Rupiah In Million Rupiah	**47.920.101**	58.042.012	53.114.974
Total Ekuitas [OJK C.3] Total Equity	Dalam Jutaan Rupiah In Million Rupiah	**141.178.170**	138.000.451	116.624.513
Nama Pemegang Saham dan Persentase Name of Shareholders and Ownership Percentage	Persen Percent	• **Pemerintah Republik Indonesia: 0,00000076%** • **PT Danantara Asset Management (Persero): 99,99999924%** • **Government of the Republic of Indonesia: 0.00000076%** • **PT Danantara Asset Management (Persero): 99.99999924%**	100% Negara Republik Indonesia 100% Government of the Republic of Indonesia	100% Negara Republik Indonesia 100% Government of the Republic of Indonesia
Jumlah Tempat Beroperasi Number of Operating Locations	Negara Country	**2**	2	2
Jumlah Produk dan Jasa Number of Products and Services	Jenis Produk dan Jasa Types of Products and Services	**4**	4	4

Informasi Mengenai Karyawan [OJK C.3, GRI 2-7, GRI 2-8]

Sampai dengan 31 Desember 2025, jumlah karyawan Hutama Karya yaitu sebanyak 2.097 orang karyawan yang terdiri atas 1.383 orang karyawan tetap dan 714 orang karyawan kontrak. Persentase karyawan kontrak di Perseroan yaitu sebesar 34% dibandingkan dengan total karyawan. Karyawan tetap adalah karyawan yang hubungan kerja dengan perusahaan tidak dibatasi waktu tertentu dan dapat mengikuti matriks jalur karir sampai pada tingkatan jabatan tertinggi yang berlaku. Karyawan PKWT adalah karyawan perusahaan yang terikat hubungan kerja waktu tertentu yang perjanjian kerjanya ditandatangani oleh EVP Divisi Human Capital sebagai perwakilan Perusahaan. Perseroan tidak membagi karyawan berdasarkan waktu kerja yaitu penuh waktu dan paruh waktu serta tidak memiliki karyawan *non-guaranteed hours employees*. Pada tahun 2025, Perseroan juga memberikan kesempatan kepada 157 orang untuk magang sebagai pemenuhan program pembelajaran yang mayoritas di tempatkan di Divisi Sipil Umum, Sekretaris Perusahaan, dan Divisi Gedung.

Metode penyajian laporan menggunakan *in head count* pada akhir periode pelaporan. Jumlah karyawan yang dilaporkan adalah posisi per 31 Desember 2023, 2024, dan 2025 serta jumlah karyawan tidak mengalami fluktuasi yang signifikan, baik selama periode pelaporan maupun antara periode pelaporan. Hal tersebut terlihat pada demografi karyawan yang disajikan sebagai berikut.

Employee Information [OJK C.3, GRI 2-7, GRI 2-8]

As of December 31, 2025, Hutama Karya employed a total of 2,097 employees, consisting of 1,383 permanent employees and 714 contract employees. The proportion of contract employees represents 34% of the total workforce. Permanent employees are those whose employment relationship with the Company is not limited by a fixed term and who are eligible to follow the career path matrix up to the highest applicable position level. Employees under fixed-term employment agreements (PKWT) are those engaged for a specified period, with employment contracts signed by the EVP of the Human Capital Division as the Company's representative. The Company does not classify employees based on working hours (full-time or part-time) and does not employ non-guaranteed hours employees. In 2025, the Company also provided internship opportunities to 157 individuals as part of its learning and development program, with the majority placed in the General Civil Division, Corporate Secretary Division, and Building Division.

The reporting methodology is based on headcount as of the end of the reporting period. The number of employees reported reflects the position as of December 31 for 2023, 2024, and 2025, and there were no significant fluctuations in employee numbers, either during the reporting period or between reporting periods. This is reflected in the employee demographics presented as follows.

Komposisi Karyawan Berdasarkan Jenis Kelamin

Employee Composition by Gender

Tabel Komposisi Karyawan Berdasarkan Jenis Kelamin
Table of Employee Composition by Gender

(dalam satuan orang/in number of persons)

Jenis Kelamin Gender	2025	2024	2023
Pria Male	1.619	1.659	1.624
Wanita Female	478	482	451
Jumlah **Total**	2.097	**2.141**	**2.075**

Komposisi Karyawan Berdasarkan Level Jabatan dan Jenis Kelamin

Employee Composition by Position Level and Gender

Tabel Komposisi Karyawan Berdasarkan Level Jabatan dan Jenis Kelamin
Table of Employee Composition by Position Level and Gender

(dalam satuan orang/in number of persons)

Level Jabatan Position Level	2025			2024			2023		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
EVP & Setingkat EVP & Equivalent	47	6	53	54	4	58	38	3	41

Level Jabatan Position Level	2025			2024			2023		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
VP & Setingkat VP & Equivalent	107	13	120	105	18	123	104	17	121
Manajer & Setingkat Manager & Equivalent	150	25	175	151	24	175	157	29	186
Asisten Manajer & Setingkat Assistant Manager & Equivalent	301	110	411	366	117	483	295	84	379
Officer Officer	599	307	906	579	308	887	640	302	942
Personel Inti Proyek Key Project Personnel	415	17	432	404	11	415	390	16	406
Total	**1.619**	**478**	**2.097**	**1.659**	**482**	**2.141**	**1.642**	**437**	**2.075**

Komposisi Karyawan Berdasarkan Usia dan Jenis Kelamin

Employee Composition by Age and Gender

Tabel Komposisi Karyawan Berdasarkan Usia dan Jenis Kelamin
Table of Employee Composition by Age and Gender

(dalam satuan orang/in number of persons)

Usia Age	2025			2024			2023		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
>55 tahun >55 years	95	9	104	113	12	**125**	125	16	**141**
50-54 tahun 50-54 years	142	21	163	157	24	**181**	181	21	**202**
45-49 tahun 45-49 years	133	14	147	127	14	**141**	123	16	**139**
40-44 tahun 40-44 years	123	27	150	144	21	**165**	140	19	**159**
35-39 tahun 35-39 years	248	45	293	195	38	**233**	149	27	**176**
30-34 tahun 30-34 years	557	156	713	451	119	**570**	383	91	**474**
25-29 tahun 25-29 years	273	168	441	403	214	**617**	475	232	**707**
20-24 tahun 20-24 years	48	38	86	69	40	**109**	48	29	**77**
Total	1.619	478	2.097	**1.659**	**482**	**2.141**	**1.642**	**437**	**2.075**

Komposisi Karyawan Berdasarkan Tingkat Pendidikan dan Jenis Kelamin

Employee Composition by Education Level and Gender

Tabel Komposisi Karyawan Berdasarkan Tingkat Pendidikan dan Jenis Kelamin
Table of Employee Composition by Education Level and Gender

(dalam satuan orang/in number of persons)

Tingkat Pendidikan Education Level	2025			2024			2023		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Pascasarjana Postgraduate	380	72	452	243	42	285	186	34	220
Sarjana Bachelor	1.099	374	1.473	1.219	398	1.617	1.201	370	1.571
Diploma Diploma	68	25	93	95	35	130	106	39	145
Non akademik Non-academic	72	7	79	102	7	109	131	8	139
Total	**1.619**	**478**	**2.097**	**1.659**	**482**	**2.141**	**1.642**	**437**	**2.075**

Komposisi Karyawan Berdasarkan Status Kepegawaian dan Jenis Kelamin

Employee Composition by Employment Status and Gender

Tabel Komposisi Karyawan Berdasarkan Status Kepegawaian dan Jenis Kelamin
Table of Employee Composition by Employment Status and Gender

(dalam satuan orang/in number of persons)

Status Kepegawaian Employment Status	2025			2024			2023		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Karyawan Tetap Permanent Employee	1.120	263	1.383	1.114	260	1.374	1.105	247	1.352
Karyawan Kontrak Contract Employee	499	215	714	545	222	767	519	204	723
Total	**1.619**	**478**	**2.097**	**1.659**	**482**	**2.141**	**1.642**	**437**	**2.075**

Komposisi Karyawan Berdasarkan Jenis Kelamin dan Wilayah Kerja

Employee Composition by Gender and Work Region

Tabel Komposisi Karyawan Berdasarkan Jenis Kelamin dan Wilayah Kerja
Table of Employee Composition by Gender and Work Region

(dalam satuan orang/in number of persons)

Wilayah Kerja Work Area	2025			2024			2023		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Kantor Office	838	396	1.234	818	389	**1.207**	794	358	**1.152**
Proyek Project	609	70	679	687	77	**764**	665	77	**742**
Regional Regional	96	4	84	65	7	**72**	78	9	**87**
Ruas Jalan Tol Toll Road Section	76	8	100	89	9	**98**	87	7	**94**
Total	1.619	478	2.097	**1.659**	**482**	**2.141**	**1.624**	**451**	**2.075**

Komposisi Karyawan Tetap Berdasarkan Jenis Kelamin dan Wilayah Kerja

Permanent Employee Composition by Gender and Work Region

Tabel Komposisi Karyawan Tetap Berdasarkan Jenis Kelamin dan Wilayah Kerja
Table of Permanent Employee Composition by Gender and Work Region

(dalam satuan orang/in number of persons)

Wilayah Kerja Work Area	2025			2024			2023		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Kantor Office	602	231	833	570	224	**794**	549	212	**833**
Proyek Project	382	29	411	429	33	**462**	439	30	**469**
Regional Regional	61	2	63	50	1	**51**	54	4	**58**
Ruas Jalan Tol Toll Road Section	75	1	76	65	2	**67**	63	5	**68**
Total	1.120	263	1.383	**1.114**	**260**	**1.374**	**1.105**	**251**	**1.352**

Komposisi Karyawan Kontrak Berdasarkan Jenis Kelamin dan Wilayah Kerja

Contract Employee Composition by Gender and Work Region

Tabel Komposisi Karyawan Kontrak Berdasarkan Jenis Kelamin dan Wilayah Kerja
Table of Contract Employee Composition by Gender and Work Region

(dalam satuan orang/in number of persons)

Wilayah Kerja Work Area	2025			2024			2023		
	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total	Pria Male	Wanita Female	Total
Kantor Office	236	165	401	248	165	**413**	245	150	**395**
Proyek Project	227	41	268	258	44	**302**	226	53	**273**
Regional Regional	15	6	21	15	6	**21**	24	5	**29**
Ruas Jalan Tol Toll Road Section	21	3	24	24	7	**31**	24	2	**26**
Total	499	215	714	**545**	**222**	**767**	**519**	**210**	**723**

Komposisi Karyawan Berdasarkan Wilayah Kerja dan Status Kepegawaian

Employee Composition by Work Region and Employment Status

Tabel Komposisi Karyawan Berdasarkan Wilayah Kerja dan Status Kepegawaian
Table of Employee Composition by Work Region and Employment Status

(dalam satuan orang/in number of persons)

Wilayah Kerja Work Area	2025			
	Tetap Permanent	Kontrak Contract	Alih Daya Outsourced	Jumlah Total
Kantor Office	833	401	339	1.234
Proyek Project	411	268	-	679
Regional Regional	63	21	35	84
Ruas Jalan Tol Toll Road Section	76	24	729	100
Total	1.383	714	1.103	2.097

Wilayah Kerja Work Area	2024			
	Tetap Permanent	Kontrak Contract	Alih Daya Outsourced	Jumlah Total
Kantor Office	794	413	317	**1.207**
Proyek Project	462	302	-	**764**
Regional Regional	51	21	89	**72**
Ruas Jalan Tol Toll Road Section	67	31	418	**98**
Total	**1.374**	**767**	**824**	**2.141**

Wilayah Kerja Work Area	2023			
	Tetap Permanent	Kontrak Contract	Alih Daya Outsourced	Jumlah Total
Kantor Office	757	395	421	**1.152**
Proyek Project	469	273	-	**742**
Regional Regional	58	29	154	**87**
Ruas Jalan Tol Toll Road Section	68	26	-	**94**
Total	**1.352**	**723**	**575**	**2.075**

Komposisi Karyawan Non Pegawai/Magang Berdasarkan Jenis Kelamin dan Penempatan

Non-Employee / Intern Composition by Gender and Placement

Tabel Komposisi Karyawan Magang Berdasarkan Gender
Table of Intern Composition by Gender

Tahun Year	Pria Male	%	Wanita Female	%	Jumlah Total
2025	**120**	**55%**	**99**	**45%**	**220**
2024	100	54%	86	56%	**186**
2023	148	57%	110	43%	**258**

Tabel Komposisi Karyawan Magang Berdasarkan Penempatan
Table of Intern Composition by Placement

Tahun Year	Penempatan Placement	Pria Male	Wanita Female	Jumlah Total
2025	**Proyek** **Project**	**43**	**19**	**62**
	Cabang **Branch**	**0**	**1**	**1**
	Ruas **Section**	**0**	**0**	**0**
	Kantor Pusat **Head Office**	**78**	**79**	**157**
2024	Proyek Project	34	21	55
	Cabang Branch	1	0	1
	Ruas Section	3	7	10
	Kantor Pusat Head Office	56	62	118
2023	Proyek Project	8	5	13
	Cabang Branch	1	2	3
	Ruas Section	2	0	2
	Kantor Pusat Head Office	66	64	130

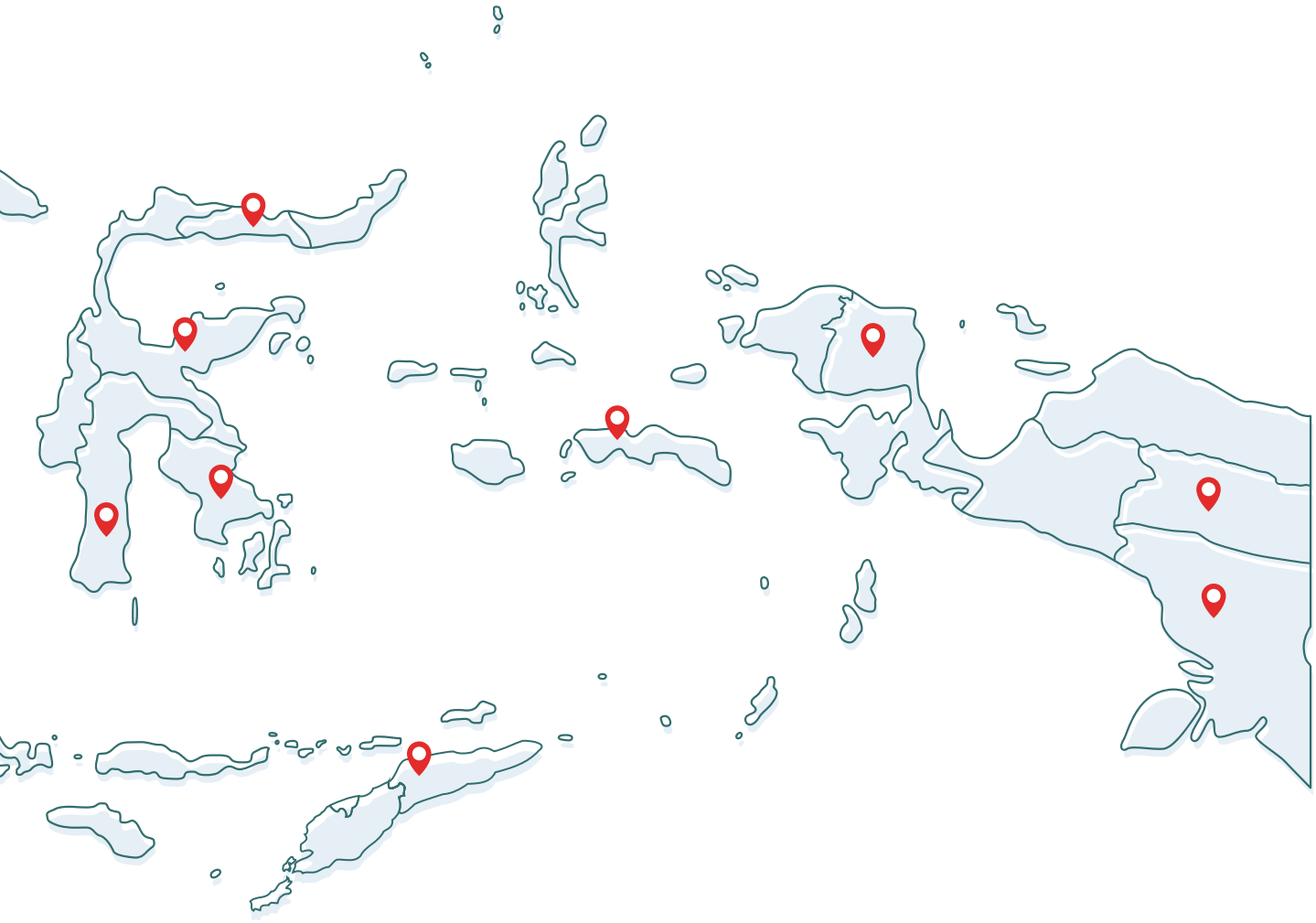
Wilayah Operasional [OJK C.3, GRI 2-1, 2-6]
Operational Areas



Pada tahun 2025, Perseroan menjalankan kegiatan operasionalnya di beberapa wilayah di Negara Republik Indonesia dan pasar luar negeri. Pasar yang dilayani oleh Perseroan adalah pasar dalam negeri. Wilayah operasional tahun 2025 adalah sebagai berikut.

In 2025, the Company conducted its operational activities across several regions within the Republic of Indonesia and in international markets. The markets served by the Company are primarily domestic markets. The operational areas in 2025 are as follows.

Pulau Island	**Provinsi** Province	**Jumlah proyek** Number of projects	**Jumlah proyek aktif - 2025** Number of active projects - 2025	**Jumlah proyek selesai - 2025** Number of projects completed - 2025
Sumatera	• Aceh • Sumatra Barat/West Sumatra • Riau • Sumatra Utara/North Sumatra • Bengkulu • Sumatra Selatan/South Sumatra • Jambi • Lampung	26	16	10
Jawa	• Jawa Timur/East Java • Jawa Tengah/Central Java • Jawa Barat/West Java • Yogyakarta • Banten • DKI Jakarta	35	28	7



Pulau Island	**Provinsi** Province	**Jumlah proyek** Number of projects	**Jumlah proyek aktif - 2025** Number of active projects - 2025	**Jumlah proyek selesai - 2025** Number of projects completed - 2025
Kalimantan	Kalimantan Timur/East Kalimantan	18	9	9
Bali & Nusa Tenggara	• Bali • Nusa Tenggara Barat / West Nusa Tenggara	5	2	3
Sulawesi	• Gorontalo • Sulawesi Tenggara / Southeast Sulawesi • Sulawesi Tengah / Central Sulawesi • Sulawesi Selatan / South Sulawesi	7	7	0
Maluku & Papua	• Maluku • Papua Barat / West Papua • Papua Selatan / South Papua • Papua Pegunungan / Highland Papua	8	7	1
Timor Leste	Maliana, Distrik Bobonaro Maliana, Bobonaro District	1	1	0

Informasi lengkap terkait wilayah operasional telah disampaikan pada Bab Profil Perusahaan di Laporan Tahunan Hutama Karya tahun 2025.

Complete information regarding operational areas has been presented in the Company Profile section of Hutama Karya's 2025 Annual Report.

Aktivitas, Rantai Nilai dan Hubungan Bisnis Lainnya
Activities, Value Chain, and Other Business Relationships

Kegiatan Usaha yang Dijalankan [OJK C.4, GRI 2-6]

Berdasarkan Anggaran Dasar No. 37 tanggal 16 Juli 2025, Hutama Karya melakukan usaha di bidang industri konstruksi, pengusahaan jalan tol, industri pabrikasi, jasa penyewaan, jasa keagenan, investasi, agro industri, perdagangan, pengelolaan kawasan, layanan jasa peningkatan kemampuan di bidang jasa konstruksi, teknologi informasi, pengembang dan pengelolaan perusahaan serta optimalisasi pemanfaatan sumber daya Perseroan dengan menerapkan prinsip-prinsip Perseroan Terbatas. Untuk mencapai maksud dan tujuan tersebut, Perusahaan menyelenggarakan usaha utama dan usaha lainnya sebagai berikut:

1. Pekerjaan Pelaksana Konstruksi
   - Pekerjaan Sipil (seluruh sektor pembangunan);
   - Pekerjaan Gedung (seluruh sektor pembangunan);
   - Pekerjaan Mekanikal-Elektrikal termasuk jaringan dan instalasi;
   - Pekerjaan Radio, Telekomunikasi dan Instrumentasi.
2. Pekerjaan Pengusahaan Jalan Tol
   - Aktivitas Manajemen Dana lainnya;
   - Aktivitas Keinsinyuran dan Konsultasi Teknis.
3. Pengusahaan lahan di ruang milik jalan tol dan lahan yang berbatasan dengan lahan di ruang milik jalan tol, meliputi namun tidak terbatas pada tempat istirahat (*rest area*), Stasiun Pengisian Bahan Bakar Umum (SPBU), yang mencakup aktivitas jalan tol.
4. Pekerjaan terintegrasi *Engineering, Procurement, and Construction* (EPC) dalam bidang perminyakan, agro industri kelistrikan, telekomunikasi, dan petrokimia.
5. Perbaikan/pemeliharaan/renovasi pada pekerjaan EPC.
6. Kegiatan usaha perkeretaapian.
7. Kegiatan usaha penyelenggaraan Pelabuhan Umum dan Pelabuhan Khusus.
8. Kegiatan usaha penyelenggaraan kebandaraan.
9. Kegiatan usaha logistik.
10. Pengembangan dan pengelolaan Kawasan ekonomi khusus.
11. Investasi dan/atau pengelolaan usaha (penyertaan modal pada perusahaan lain).
12. Jasa pertambangan.
13. Melakukan usaha di bidang agro industri.
14. Ekspor impor.
15. Perdagangan besar atas dasar balas jasa (*fee*) atau kontrak.
16. Penerbitan piranti lunak (*software*).
17. Aktivitas teknologi informasi dan jasa komputer lainnya.
18. Layanan jasa peningkatan kemampuan dibidang jasa konstruksi.
19. Pengembangan:
    - *Real estate* atas dasar balas jasa (*fee*) atau kontrak;
    - *Real estate* yang dimiliki Sendiri atau Disewa;
    - Hotel Bintang.
20. Aktivitas Kantor Pusat.

Business Activities [OJK C.4, GRI 2-6]

Based on the Articles of Association No. 37 dated July 16, 2025, Hutama Karya operates in the construction industry, toll road development and operation, fabrication industry, rental services, agency services, investment, agro-industry, trading, area management, capacity-building services in construction, information technology, corporate development and management, as well as optimization of the Company's resources by applying the principles of a Limited Liability Company. To achieve these objectives, the Company conducts its main and supporting business activities as follows:

1. Construction Services
   - Civil Works (all development sectors);
   - Building Works (all development sectors);
   - Mechanical and Electrical Works, including networks and installations;
   - Radio, Telecommunications, and Instrumentation Works.
2. Toll Road Operations
   - Other fund management activities;
   - Engineering and technical consulting activities.
3. Land utilization within toll road right-of-way areas and adjacent land, including but not limited to rest areas and fuel stations (SPBU), as part of toll road activities.
4. Integrated Engineering, Procurement, and Construction (EPC) projects in the oil and gas, agro-industry, electricity, telecommunications, and petrochemical sectors.
5. Repair/maintenance/renovation works within EPC projects.
6. Railway business activities.
7. Operation of public and private ports.
8. Airport operation activities.
9. Logistics business activities.
10. Development and management of special economic zones.
11. Investment and/or business management (equity participation in other companies).
12. Mining services.
13. Agro-industry business activities.
14. Export and import activities.
15. Wholesale trading on a fee or contract basis.
16. Software publishing.
17. Information technology and other computer services.
18. Capacity-building services in the construction sector.
19. Development activities:
    - Real estate on a fee or contract basis;
    - Owned or leased real estate;
    - Star-rated hotels.
20. Head office activities.

Selain kegiatan usaha utama di atas, Perseroan dapat melakukan usaha penunjang dalam rangka optimalisasi pemanfaatan sumber daya yang dimiliki untuk:

1) Pelaksanaan penugasan Pemerintah sesuai dengan prinsip-prinsip pengelolaan perusahaan dan peraturan perundang-undangan, termasuk namun tidak terbatas pada moda transportasi umum;
2) Optimalisasi pemanfaatan sumber daya Perseroan meliputi pendidikan dan pelatihan jasa konstruksi, penyewaan aktiva tetap; dan
3) Jasa informasi pariwisata.

Seluruh Kegiatan usaha menurut Anggaran Dasar telah dijalankan oleh Perusahaan.

In addition to the main business activities described above, the Company may carry out supporting businesses to optimize the utilization of its resources for:

1) The implementation of Government assignments in accordance with corporate governance principles and applicable laws and regulations, including but not limited to public transportation modes;
2) Optimization of the Company's resources, including construction service education and training, and the leasing of fixed assets; and
3) Tourism information services.

All business activities in accordance with the Articles of Association have been carried out by the Company.

Rantai Nilai

Aktivitas Organisasi, Produk, Layanan dan Pasar yang Dilayani [OJK C.4, GRI 2-6]

Produk dan jasa yang ditawarkan oleh Perseroan adalah sebagai berikut:

1. Pengembangan Jalan Tol
   Hutama Karya mendapatkan penugasan dari Pemerintah untuk membangun dan mengelola jalan tol yang membentang dari Aceh hingga Lampung. Pembangunan ini melibatkan Hutama Karya Infrastruktur sebagai kontraktor.
   1. Ruas Bakauheni-Terbanggi Besar
   2. Ruas Terbanggi Besar-Pematang Panggang-Kayu Agung
   3. Ruas Palembang-Sp Indralaya
   4. Ruas Pekanbaru-Dumai
   5. Ruas Indrapura-Kisaran
   6. Ruas Medan-Binjai
   7. Ruas Binjai-Langsa
   8. Ruas Lubuk Linggau-Curup-Bengkulu
   9. Ruas Sp Indralaya-Muara Enim
   10. Ruas Kuala Tanjung-Tebing Tinggi-Parapat
   11. Ruas Betung-Jambi
   12. Ruas Jambi-Rengat
   13. Ruas Batu Ampar-Hangnadim
   14. Ruas Langsa-Lhokseumawe
   15. Ruas Lhokseumawe-Sigli
   16. Ruas Muara Enim-Lahat-Lubuk Linggau
   17. Ruas Padang-Pekanbaru
   18. Ruas Sigli-Banda Aceh
   19. Ruas Rengat-Pekanbaru
   20. Ruas Palembang-Tanjung Api Api
   21. Ruas Prapat-Taruntung-Sibolga
   22. Ruas Rantau Prapat-Kisaran
2. Operasi dan Pemeliharaan Jalan Tol
   Operasi dan Pemeliharaan Jalan Tol dilakukan berdasarkan konsesi jalan tol yang dimiliki oleh Perseroan. Segmen pengoperasian serta pemeliharaan jalan tol merupakan hasil dari upaya perluasan cakupan bisnis Perseroan, setelah penunjukan Pemerintah untuk menangani pembangunan Jalan Tol Trans Sumatera.

Value Chain

Organizational Activities, Products, Services, and Markets Served [OJK C.4, GRI 2-6]

The products and services offered by the Company are as follows:

1. Toll Road Development
   Hutama Karya has been mandated by the Government to develop and operate toll roads stretching from Aceh to Lampung. The construction involves Hutama Karya Infrastruktur as the contractor.
   1. Bakauheni-Terbanggi Besar Section
   2. Terbanggi Besar-Pematang Panggang–Kayu Agung Section
   3. Palembang-Sp. Indralaya Section
   4. Pekanbaru-Dumai Section
   5. Indrapura-Kisaran Section
   6. Medan-Binjai Section
   7. Binjai-Langsa Section
   8. Lubuk Linggau-Curup-Bengkulu Section
   9. Sp. Indralaya-Muara Enim Section
   10. Kuala Tanjung-Tebing Tinggi-Parapat Section
   11. Betung-Jambi Section
   12. Jambi-Rengat Section
   13. Batu Ampar-Hang Nadim Section
   14. Langsa-Lhokseumawe Section
   15. Lhokseumawe-Sigli Section
   16. Muara Enim-Lahat-Lubuk Linggau Section
   17. Padang-Pekanbaru Section
   18. Sigli-Banda Aceh Section
   19. Sengat-Pekanbaru Section
   20. Palembang-Tanjung Api-Api Section
   21. Parapat-Tarutung-Sibolga Section
   22. Rantau Prapat-Kisaran Section
2. Toll Road Operation and Maintenance
   Toll road operation and maintenance are carried out based on toll road concessions held by the Company. This segment represents the Company's business expansion following the Government's mandate to develop the Trans-Sumatra Toll Road.

1. Jalan Tol Ruas Bakauheni-Terbanggi Besar
2. Jalan Tol Ruas Terbanggi Besar-Pematang Panggang-Kayu Agung
3. Jalan Tol Ruas Binjai-Stabat
4. Jalan Tol Ruas Palembang-Indralaya
5. Jakarta Outer Ring Road Seksi S (JORR-S)
6. Jalan Tol Akses Tanjung Priok
7. Jalan Tol Ruas Pekanbaru-Dumai
8. Jalan Tol Ruas Banda Aceh-Sigli (Sibanceh) Seksi 2,3,4
9. Jalan Tol Ruas Pekanbaru-Bangkinang-Koto Kampar
10. Jalan Tol Ruas Bengkulu-Taba Penanjung
11. Jalan Tol Rusa Indralaya-Prabumulih

3. Jasa Konstruksi dan EPC

Untuk melengkapi bisnis Jasa Konstruksi, Perseroan pada tahun 2013 mulai mengembangkan segmen *Engineering, Procurement, and Construction* (EPC), yakni proses perencanaan atau design yang digunakan untuk pengadaan, pembelian yang kemudian berlanjut ke proses konstruksi atau membangun apa yang sudah dirancang.

1. Infrastruktur Jembat Bendungan Meninting
2. Bandara Pattimura, Ambon
3. MRT CP 106 Stasiun Bawah Tanah Dukuh Atas, Bundaran HI
4. Bandara Jenderal Besar Soedirman Wirasaba
5. *East Connection Taxyway* I, Soetta
6. Bendungan Ladongi Paket II
7. *Spillway* Bendungan Bintang Bano
8. Pembangunan Spam IKK Sambong, IKK Jiken, IKK Jepon, IKK Bogorejo, dan MBR Blora
9. Jalan Tol Manado-Bitung
10. Jalan Tol Tebing Tinggi-Indrapura-Kisaran
11. PLBN Entikong
12. Jembatan Pulau Balang II
13. Pelabuhan Belawan
14. Design & Build New Jettyfor PT Sarana Citranusa Kabil at Kabil Industrial Estate, Batam
15. Dermaga Pelabuhan Merauke
16. Pelabuhan Sanur
17. Pekerjaan *Design and Build* Pembangunan Dermaga Curah Kering di Terminal Teluk Lamong
18. *Design & Build* Perkuatan dan Peninggian Dermaga Samudera Pelabuhan Tanjung Emas
19. Pembangunan Perkuatan dan Peninggian Dermaga Peldam 2 Pelabuhan Tanjung Emas Semarang
20. Dermaga Pelabuhan Ahmad Yani
21. Dermaga Ex Presiden dan Pembangunan Lapangan Dry Bulk Ex. Dermaga Presiden Di Pelabuhan Tanjung Priok
22. Gedung HK Office Tower
23. Ekstension T3 Pier 1 Bandara Soetta
24. RSKD Duren Sawit
25. RSUD Pangandaran
26. Rusun Daan Mogot
27. Hotel Ultimate 3 Bandara Soetta
28. Tol Serbelawan Siantar (Seksi 4)
29. Irigasi Rentang
30. Gedung Kawasan Kemenko 2, IKN
31. Gedung Rusun ASN II, IKN
32. Sumatra *Operation Road & Well Pad Improvement*

1. Bakauheni-Terbanggi Besar Toll Road Section
2. Terbanggi Besar-Pematang Panggang-Kayu Agung Toll Road Section
3. Binjai-Stabat Toll Road Section
4. Palembang-Indralaya Toll Road Section
5. Jakarta Outer Ring Road Section S (JORR-S)
6. Tanjung Priok Access Toll Road
7. Pekanbaru-Dumai Toll Road Section
8. Banda Aceh-Sigli (Sibanceh) Toll Road Sections 2, 3, and 4
9. Pekanbaru-Bangkinang-Koto Kampar Toll Road Section
10. Bengkulu-Taba Penanjung Toll Road Section
11. Indralaya-Prabumulih Toll Road Section

3. Construction Services and EPC

To complement its construction services business, in 2013 the Company began developing the Engineering, Procurement, and Construction (EPC) segment, which encompasses design and planning processes, procurement and purchasing, followed by construction or execution of the designed works.

1. Meninting Dam Bridge Infrastructure
2. Pattimura Airport, Ambon
3. MRT CP 106 Underground Stations at Dukuh Atas and Bundaran HI
4. General Soedirman Airport, Wirasaba
5. East Connection Taxiway I, Soekarno-Hatta Airport
6. Ladongi Dam Package II
7. Bintang Bano Dam Spillway
8. Development of SPAM IKK Sambong, IKK Jiken, IKK Jepon, IKK Bogorejo, and MBR Blora
9. Manado-Bitung Toll Road
10. Tebing Tinggi-Indrapura-Kisaran Toll Road
11. Entikong PLBN (Cross-Border Post)
12. Balang Island Bridge II
13. Belawan Port
14. Design & Build New Jetty for PT Sarana Citranusa Kabil at Kabil Industrial Estate, Batam
15. Merauke Port Jetty
16. Sanur Port
17. Design and Build of Dry Bulk Terminal Jetty at Teluk Lamong Terminal
18. Design & Build Strengthening and Elevation of Samudera Jetty at Tanjung Emas Port
19. Strengthening and Elevation of Peldam 2 Jetty at Tanjung Emas Port, Semarang
20. Ahmad Yani Port Jetty
21. Former Presidential Jetty and Dry Bulk Yard Development at Tanjung Priok Port
22. HK Office Tower Building
23. Extension of T3 Pier 1 at Soekarno-Hatta Airport
24. Duren Sawit Regional Hospital
25. Pangandaran Regional Hospital
26. Daan Mogot Flats
27. Ultimate 3 Hotel at Soekarno-Hatta Airport
28. Serbelawan-Siantar Toll Road (Section 4)
29. Rentang Irrigation
30. Coordinating Ministry Area Building 2, IKN
31. ASN Flats II, IKN
32. Sumatra Operation Road & Well Pad Improvement

33. Gedung Fasilitas Bandara VVIP, IKN
34. Gedung Infrastruktur Tahap II (PK9) BI Karawang
35. *Proving Ground* Bekasi
36. Gedung RSUD Bengkulu
37. Gedung RSUD Bima
38. Irigasi Aceh
39. Irigasi Riau
40. Rehabilitasi Irigasi Solo
41. Rehabilitasi Irigasi Bali
42. Rehabilitasi Irigasi Maluku Utara
43. Tol IKN Karangjoang-KKT Kariangau
44. Sarana Prasarana 1B IKN
45. RS Vertikal IKN
46. Jalan OIKN
47. Bendungan Jatigede
48. Jembatan Pulau Balang
49. Grati CCPP Extension Project 450 MW
50. PLTU Takalar (2X100 MW)
51. PLTU Cilacap 1 X 660 MW (PKT 2)
52. Transmisi PLN Pasuruan
53. Pabrik Gula Dompu
54. Cement Grinding Plant Cigading
55. Clinker Plant Line-2
56. PLTM Lambur
57. PLTU Suralaya
58. Dermaga TBBM Tanjung Batu
59. Proyek EPC Pengembangan Pelabuhan PT Petrokimia Gresik

4. Pengembangan Properti

Pada tahun 2010, melalui anak perusahaannya yang pertama yaitu Hutama Karya Realtindo, Hutama Karya memasuki bisnis properti sebagai bagian dari upaya diversifikasi usaha, sekaligus sebagai upaya strategis dalam rangka melebarkan sayap di hilir industri konstruksi dan hingga saat ini terus berkembang.

1. Habitare Apart & Hotel
2. H Residence M.T. Haryono
3. H Residence Kemayoran
4. The Enviro Cikarang
5. H Residence Sentul
6. Kubikahomy
7. Harper Hotel MT Haryono
8. Up Peak Hotel Simpang Lima Semarang
9. Aston Priority Simatupang
10. Citadines Ascott Rasuna
11. HK Tower
12. H Mansion Pejaten
13. H City Sawangan
14. Southern Mampang
15. The H Tower

INVESTASI

Perseroan melakukan penyertaan modal (kegiatan investasi) pada proyek-proyek KPBU antara lain:

- Investasi pada PT Anggrek Gorontalo International Terminal sesuai dengan porsi Hutama Karya dalam konsorsium tersebut.

33. VVIP Airport Facility Building, IKN
34. Phase II Infrastructure Building (PK9) BI Karawang
35. Proving Ground Bekasi
36. Bengkulu Regional Hospital Building
37. Bima Regional Hospital Building
38. Aceh Irrigation
39. Riau Irrigation
40. Solo Irrigation Rehabilitation
41. Bali Irrigation Rehabilitation
42. North Maluku Irrigation Rehabilitation
43. IKN Toll Road Karangjoang-KKT Kariangau
44. Infrastructure Facilities 1B, IKN
45. Vertical Hospital, IKN
46. OIKN Road
47. Jatigede Dam
48. Balang Island Bridge
49. Grati CCPP Extension Project 450 MW
50. Takalar Steam Power Plant (2x100 MW)
51. Cilacap Steam Power Plant 1x660 MW (Package 2)
52. PLN Transmission Pasuruan
53. Dompu Sugar Factory
54. Cement Grinding Plant Cigading
55. Clinker Plant Line-2
56. Lambur Mini Hydropower Plant (PLTM)
57. Suralaya Steam Power Plant
58. TBBM Tanjung Batu Jetty
59. EPC Project for Port Development of PT Petrokimia Gresik

4. Property Development

In 2010, through its first subsidiary, Hutama Karya Realtindo, Hutama Karya entered the property business as part of its business diversification efforts and as a strategic initiative to expand downstream within the construction industry. This segment has continued to grow to date.

1. Habitare Apart & Hotel
2. H Residence M.T. Haryono
3. H Residence Kemayoran
4. The Enviro Cikarang
5. H Residence Sentul
6. Kubikahomy
7. Harper Hotel MT Haryono
8. Up Peak Hotel Simpang Lima Semarang
9. Aston Priority Simatupang
10. Citadines Ascott Rasuna
11. HK Tower
12. H Mansion Pejaten
13. H City Sawangan
14. Southern Mampang
15. The H Tower

INVESTMENT

The Company undertakes capital participation (investment activities) in Public-Private Partnership (PPP/KPBU) projects, including:

- Investment in PT Anggrek Gorontalo International Terminal in accordance with Hutama Karya's ownership portion in the consortium.

- Investasi pada PT Indonesia International Automotive Proving Ground sesuai dengan porsi Hutama Karya dalam konsorsium tersebut.

Selain itu Perseroan juga melakukan penyertaan modal/investasi lain yaitu:

- Pemerintah saat ini sedang berfokus pada pembangunan Ibu Kota Nusantara (IKN) di Kalimantan Timur, mulai dari infrastruktur dasar, kawasan pemerintahan Negara hingga perumahan Aparatur Sipil Negara (ASN). Melihat rencana anggaran IKN yang sangat besar, terdapat potensi pasar pada industri konstruksi di IKN, salah satunya adalah penyediaan material konstruksi termasuk beton, di mana untuk memastikan ketersediaan secara berkesinambungan maka Hutama Karya bersama PT Wijaya Karya (Persero) Tbk, PT Adhi Karya (Persero) Tbk, PT Pembangunan Perumahan (Persero) Tbk, PT Brantas Abipraya (Persero) dan PT Nindya Karya (Persero) mendirikan PT Karya Logistik Nusantara yang bergerak di bisnis produksi beton dan logistik untuk mendukung pelaksanaan pembangunan IKN.
- Setoran modal kepada PT Hutama Marga Waskita Pemerintah memberikan penugasan kepada Hutama Karya untuk membangun dan mengoperasikan Jalan Tol Trans Sumatera dari Provinsi Lampung sampai Provinsi Aceh termasuk Jalan Tol Ruas Kuala Tanjung-Tebing Tinggi-Parapat di Provinsi Sumatera Utara yang dikelola oleh PT Hutama Marga Waskita selaku Anak Perusahaan Hutama Karya. Dalam rangka mensukseskan penugasan tersebut, Hutama Karya melakukan penambahan setoran modal di tahun 2023 untuk memenuhi pendanaan pembangunan jalan tol tersebut.

Informasi mengenai kegiatan usaha menurut Anggaran Dasar Perusahaan telah disajikan secara rinci pada bab Profil Perusahaan Laporan Tahunan Perseroan tahun 2025.

Rantai Pasok [GRI 2-6]

Hutama Karya senantiasa berkomitmen untuk meningkatkan kontribusi pemasok lokal dalam kegiatan bisnisnya. Dalam rangka menunjang aktivitas bisnisnya, Hutama Karya telah melibatkan berbagai pemasok barang yang meliputi 132 pemasok (pemasok Barang Nasional/Lokal) dan 622 pemasok (pemasok Jasa Nasional/lokal). Sepanjang tahun 2025, Hutama Karya telah bekerja sama dengan 754 pemasok lokal.

Entitas Hilir [GRI 2-6]

Sebagai bagian dari penguatan kinerja dan transformasi bisnis, Perseroan menjalin sinergi yang terintegrasi dengan entitas anak untuk mendorong efisiensi, inovasi, serta pertumbuhan yang berkelanjutan. Adapun sinergi dengan entitas anak sebagai berikut.

- Investment in PT Indonesia International Automotive Proving Ground in accordance with Hutama Karya's ownership portion in the consortium.

In addition, the Company also carries out other capital participation/investments, including:

- The Government is currently focusing on the development of the Nusantara Capital City (IKN) in East Kalimantan, covering basic infrastructure, government areas, and housing for civil servants (ASN). Considering the significant IKN development budget, there are substantial market opportunities in the construction industry, including the provision of construction materials such as concrete. To ensure sustainable supply, Hutama Karya, together with PT Wijaya Karya (Persero) Tbk, PT Adhi Karya (Persero) Tbk, PT Pembangunan Perumahan (Persero) Tbk, PT Brantas Abipraya (Persero), and PT Nindya Karya (Persero), established PT Karya Logistik Nusantara, which operates in concrete production and logistics to support IKN development.

- Capital injection into PT Hutama Marga Waskita. The Government has assigned Hutama Karya to develop and operate the Trans-Sumatra Toll Road from Lampung Province to Aceh Province, including the Kuala Tanjung – Tebing Tinggi – Parapat Toll Road Section in North Sumatra Province, which is managed by PT Hutama Marga Waskita as a subsidiary of Hutama Karya. To support this mandate, Hutama Karya made additional capital injections in 2023 to finance the development of the toll road.

Information regarding the Company's business activities based on its Articles of Association has been presented in detail in the Company Profile section of the Company's 2025 Annual Report.

Supply Chain [GRI 2-6]

Hutama Karya remains committed to increasing the contribution of local suppliers in its business activities. In supporting its business operations, Hutama Karya has engaged various suppliers of goods, comprising 132 national/local goods suppliers and 622 national/local service suppliers. Throughout 2025, Hutama Karya has collaborated with 754 local suppliers.

Downstream Entities [GRI 2-6]

As part of strengthening performance and business transformation, the Company establishes integrated synergies with its subsidiaries to drive efficiency, innovation, and sustainable growth. The synergies with subsidiaries are as follows.

ENTITAS ANAK SUBSIDIARIES	SINERGI SYNERGIES
PT HK Realtindo (HKR)	HKR berperan sebagai pengelola *rest area* jalan tol yang dimiliki oleh HK group HKR acts as the operator of toll road rest areas owned by the HK Group
PT Hakaaston (HKA)	HKA berperan sebagai penyedia layanan operasi dan pemeliharaan Jalan Tol yang dimiliki oleh HK group HKA serves as the provider of toll road operation and maintenance services within the HK Group
PT Hutama Karya Infrastruktur (HKI)	HKI berperan sebagai kontraktor dalam pembangunan Jalan Tol Trans Sumatera (JTTS). Dalam pembangunan JTTS, HKI menggunakan produk *precast* dari HKA dan tulangan besi beton dari BS HKI acts as the contractor for the construction of the Trans-Sumatra Toll Road (JTTS). In the development of JTTS, HKI utilizes precast products from HKA and reinforcing steel from BS

Hubungan Bisnis Lain yang Relevan [GRI 2-6]

Selain itu, Perseroan juga melakukan Kerja Sama Operasi (KSO) dalam berbagai proyek. Berikut KSO yang dilakukan pada tahun 2025 adalah sebagai berikut.

Other Relevant Business Relationships [GRI 2-6]

In addition, the Company also engages in Joint Operations (KSO) across various projects. The KSOs undertaken in 2025 are as follows.

KERJA SAMA OPERASI JOINT OPERATIONS	PARTNER KSO KSO PARTNERS
Wanam–Muting (Papua Selatan) Wanam–Muting (South Papua)	PT Nindya Karya, PT Batulicin Beton Asphalt, PT Modern Widya Tehnical
Paket F IKN – KIPP 1B IKN Package F – KIPP 1B	PT PP (Persero) Tbk
Tol Probolinggo–Banyuwangi Paket II Probolinggo–Banyuwangi Toll Road Package II	PT Acset Indonusa Tbk, PT Nindya Karya (Persero)
Tol Serang–Panimbang Seksi III Serang–Panimbang Toll Road Section III	PT Brantas Abipraya, PT Jaya Konstruksi, PT Yasa Patria Perkasa

Perubahan Perusahaan yang Bersifat Signifikan Pada Organisasi [OJK C.6, GRI 2-6]

Sepanjang tahun 2025, terdapat perubahan Perseroan yang bersifat signifikan. Terdapat perubahan pemegang saham berupa pengalihan kepemilikan saham dari Republik Indonesia kepada PT Danantara Asset Management (Persero).

Significant Changes in the Company's Organization [OJK C.6, GRI 2-6]

Throughout 2025, there were significant changes within the Company. These included changes in shareholding structure, specifically the transfer of ownership of shares of the Government of the Republic of Indonesia to PT Danantara Asset Management (Persero).

Keanggotaan Asosiasi [OJK C.5, GRI 2-28]
Association Memberships

Hingga akhir tahun 2025, Perseroan memperkuat bisnis dengan menjadi anggota di berbagai asosiasi. Perseroan tergabung dengan Asosiasi Tol Indonesia (ATI) yang merupakan asosiasi yang memiliki peran dalam proses pembangunan dan layanan jalan tol guna mewujudkan infrastruktur berkelanjutan dengan layanan terbaik bagi pengguna jalan tol. Selain itu, ATI senantiasa mendorong kontribusi anggotanya terhadap pembangunan infrastruktur nasional, sekaligus mengembangkan potensi industri jalan tol di sektor swasta. Perseroan juga memperkuat bisnis dengan menjadi anggota asosiasi di berbagai organisasi. Beberapa keanggotaan asosiasi tersebut berkaitan dengan penerapan keuangan berkelanjutan di antaranya, Perkumpulan Ahli Keselamatan Konstruksi Indonesia (PAKKI) dan Kamar Dagang dan Industri yang aktif mendorong green *infrastructure* dan *sustainable investment*. Adapun asosiasi lainnya sebagai berikut:

As of the end of 2025, the Company has strengthened its business by becoming a member of various association. The Company is a member of the Indonesian Toll Road Association (ATI), which plays a role in the development and operation of toll roads to support sustainable infrastructure with the best services for toll road users. In addition, ATI continuously encourages its members to contribute to national infrastructure development while fostering the growth potential of the toll road industry in the private sector. The Company also strengthens its business by becoming a member of various organizations and associations. Some of these memberships are related to the implementation of sustainable finance, including the Indonesian Construction Safety Experts Association (PAKKI) and the Chamber of Commerce and Industry, which actively promote green infrastructure and sustainable investment. Other associations include the following:

No	Nama Organisasi/Asosiasi Organization/Association Name	Peran Role	Skala Scale
1	Asosiasi Tol Indonesia (ATI) Indonesian Toll Road Association (ATI)	Anggota Member	Nasional National
2	Asosiasi Kontraktor Indonesia (AKI) Indonesian Contractors Association (AKI)	Anggota Member	Nasional National
3	Himpunan Pengembang Jalan Indonesia Indonesian Road Development Association	Anggota Member	Nasional National
4	Perkumpulan Ahli Keselamatan Konstruksi Indonesia (PAKKI) Indonesian Construction Safety Experts Association (PAKKI)	Anggota Member	Nasional National
5	Persatuan Insinyur Indonesia (PII) Indonesian Engineers Association (PII)	Anggota Member	Nasional National
6	Lembaga Pengembangan Jasa Konstruksi Construction Services Development Institute	Anggota Member	Nasional National
7	Asosiasi Aspal dan Beton Indonesia Indonesian Asphalt and Concrete Association	Anggota Member	Nasional National
8	Gabungan Perusahaan Nasional Racangbangun Indonesia Indonesian National Construction Companies Association	Anggota Member	Nasional National
9	Asosiasi Kontraktor Air Indonesia Indonesian Water Contractors Association	Anggota Member	Nasional National
10	Kamar Dagang dan Industri Indonesian Chamber of Commerce and Industry	Anggota Member	Nasional National
11	Perkumpulan Afiliasi Konstruksi dan Instalasi Indonesia Indonesian Construction and Installation Affiliation Association	Anggota Member	Nasional National
12	Indonesia Risk Management Professional Association (IRMAPA) Indonesia Risk Management Professional Association (IRMAPA)	Anggota Member	Nasional National
13	Perkumpulan Tenaga Profesional dan Ahli Konstruksi Mandiri (PERPAKOM) Association of Independent Construction Professionals and Experts (PERPAKOM)	Anggota Member	Nasional National
14	Ikatan Ahli Manajemen Konstruksi Ramping Indonesia (IAMKRI) Indonesian Lean Construction Management Experts Association (IAMKRI)	Anggota Member	Nasional National



Penjelasan Direksi
Board of Directors' Explanation

OJK D.1, GRI 2-22




PEKANBARU



Penjelasan Direksi

Board of Directors' Explanation

[OJK D.1, GRI 2-22]

Koentjoro

Direktur Utama
President Director

Para Pemegang Saham dan Pemangku Kepentingan yang terhormat,

Puji syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa atas segala rahmat dan karunia-Nya, sehingga sepanjang tahun 2025 PT Hutama Karya (Persero) mampu mencatatkan berbagai pencapaian terkait keberlanjutan yang meliputi aspek ekonomi, lingkungan, sosial, dan *governance*.

Dear Shareholders and Stakeholders,

We express our gratitude to God Almighty for His blessings and grace, which have enabled PT Hutama Karya (Persero) throughout 2025 to record various achievements related to sustainability, encompassing economic, environmental, social, and governance aspects.

Penghargaan tersebut merupakan bentuk apresiasi atas komitmen Perseroan dalam menjalankan kegiatan usaha secara profesional, bertanggung jawab, serta berlandaskan prinsip keberlanjutan. Direksi meyakini bahwa capaian ini tidak terlepas dari kerja keras seluruh insan Hutama Karya serta dukungan dan kepercayaan yang diberikan oleh seluruh pemangku kepentingan.

Pada kesempatan ini, izinkan kami menyampaikan berbagai capaian dan penghargaan yang diraih sebagai hasil dari komitmen PT Hutama Karya (Persero) dalam menerapkan prinsip keberlanjutan di seluruh kegiatan usaha dan operasional perusahaan.

Kebijakan untuk Merespon Tantangan dalam Pemenuhan Strategi Keberlanjutan

Perseroan sebagai bagian dari Badan Usaha Milik Negara memiliki peran untuk melanjutkan pembangunan infrastruktur di Indonesia sebagai bagian dari komitmen mendukung agenda pembangunan nasional, memperkuat konektivitas antardaerah, meningkatkan efisiensi logistik, serta menghadirkan manfaat sosial dan ekonomi yang lebih luas bagi masyarakat. Hutama Karya sebagai salah satu Badan Usaha Milik Negara (BUMN) di Indonesia telah mengadopsi Tata Nilai "AKHLAK" (Amanah, Kompeten, Harmonis, Loyal, Adaptif, dan Kolaboratif) sebagai identitas dan perekat budaya kerja yang mendukung visi Perseroan dan peningkatan kinerja secara berkelanjutan di Perusahaan BUMN, Anak Perusahaan, dan Perusahaan Afiliasi Terkonsolidasi. Nilai AKHLAK yang diimplementasikan Perseroan telah selaras dengan nilai keberlanjutan. Nilai AKHLAK tidak hanya berfungsi sebagai identitas perusahaan, tetapi juga berperan sebagai landasan yang mengikat budaya kerja di dalam organisasi, yang pada akhirnya mendorong terciptanya kinerja yang berkelanjutan.

Dalam menerapkan nilai keberlanjutan, Perseroan menghadapi isu keberlanjutan yang berkaitan dengan potensi dampak operasional terhadap lingkungan dan sosial, seperti kebisingan, debu, dan limbah yang dihasilkan di sekitar wilayah operasional. Dalam merespons isu tersebut, Perseroan menerapkan pengendalian operasional dan lingkungan, pemantauan dampak lingkungan secara berkala, penyediaan mekanisme pengaduan bagi pemangku kepentingan, serta pelaksanaan tindakan remediasi dan pemulihan guna meminimalkan risiko dan menjaga hubungan yang baik dengan masyarakat sekitar.

Sebagai langkah nyata Perseroan dalam menerapkan nilai-nilai keberlanjutan, Perseroan memiliki komitmen dalam menerapkan keberlanjutan sebagai bagian dari strategi bisnis untuk mendukung tujuan pembangunan berkelanjutan (*Sustainable Development Goals*/SDGs). Perseroan senantiasa mendukung SDGs 15 *Life on Land* melalui pelestarian Gajah Sumatra. Perseroan mendukung SDGs 13 *Climate Action* melalui penyusunan *roadmap* penurunan emisi gas rumah kaca (GRK) dengan target NZE di tahun 2060.

Perseroan turut mendukung SDGs 3 *Good Health and Well-Being* melalui pengelolaan risiko K3 secara berkelanjutan melalui proses identifikasi bahaya, penilaian tingkat risiko, serta penetapan langkah-langkah pengendalian K3 secara rutin. Perseroan mendukung SDGs 9 *Industry, Innovation and Infrastructure* melalui

These awards represent a form of appreciation for the Company's commitment to conducting its business activities in a professional and responsible manner, while upholding sustainability principles. The Board of Directors believes that these achievements are inseparable from the dedication of all Hutama Karya personnel, as well as the support and trust extended by all stakeholders.

On this occasion, we would like to present the various achievements and awards attained as a result of PT Hutama Karya (Persero)'s commitment to implementing sustainability principles across all business activities and operational aspects of the Company.

Policies to Address Challenges in the Implementation of Sustainability Strategy

The Company, as part of a State-Owned Enterprise, plays a role in continuing infrastructure development in Indonesia as part of its commitment to supporting the national development agenda, strengthening interregional connectivity, improving logistics efficiency, and delivering broader social and economic benefits to the community. Hutama Karya, as one of the State-Owned Enterprises (BUMN) in Indonesia, has adopted the "AKHLAK" core values (Amanah, Competent, Harmonious, Loyal, Adaptive, and Collaborative) as its identity and a unifying element of work culture that supports the Company's vision and the continuous improvement of performance across State-Owned Enterprises, Subsidiaries, and Consolidated Affiliated Companies. The AKHLAK values implemented by the Company are aligned with sustainability values. These values not only serve as the Company's identity, but also function as a foundation that binds the organizational work culture, ultimately driving the achievement of sustainable performance.

In implementing sustainability principles, the Company faces sustainability-related issues associated with the potential environmental and social impacts of its operations, such as noise, dust, and waste generated in areas surrounding its operational sites. In response to these issues, the Company implements operational and environmental controls, conducts periodic environmental impact monitoring, provides grievance mechanisms for stakeholders, and undertakes remediation and recovery measures to minimize risks and maintain positive relationships with surrounding communities.

As a concrete step in implementing sustainability values, the Company is committed to integrating sustainability as part of its business strategy to support the achievement of the Sustainable Development Goals (SDGs). The Company consistently supports SDG 15 Life on Land through the conservation of the Sumatran elephant. In addition, the Company supports SDG 13 Climate Action through the development of a greenhouse gas (GHG) emission reduction roadmap, targeting Net Zero Emissions (NZE) by 2060.

The Company also supports SDG 3 Good Health and Well-Being through the continuous management of occupational health and safety (OHS) risks by conducting hazard identification, risk assessment, and the regular implementation of OHS control measures. The Company supports SDG 9 Industry, Innovation

aktivitas pembangunan *green construction* dan bangunan gedung hijau. Perseroan juga senantiasa mendukung SDGs lainnya yang sejalan dengan aktivitas bisnis Perseroan, serta melalui berbagai kegiatan TJSL selama tahun berjalan.

Atas komitmen Perseroan dalam menerapkan keberlanjutan di seluruh aktivitas operasionalnya, sepanjang tahun 2025 Perseroan berhasil meningkatkan kinerja aspek ekonomi, lingkungan, dan sosial. Perseroan berhasil meningkatkan jumlah proyek yang diterima menjadi sebesar 339 kontrak di tahun 2025, meningkat dibandingkan tahun 2024 yang sebesar 277 kontrak. di tahun 2025, terdapat peningkatan nilai proyek aktif menjadi sebesar Rp91.700.719 juta meningkat dibandingkan 2024 yang sebesar Rp68.368.248 juta. Perseroan berhasil meningkatkan laba perusahaan menjadi sebesar Rp3.088.583 juta, meningkat dibandingkan tahun 2024 yang sebesar Rp2.766.522 juta.

Di tahun 2025, Perseroan berhasil mengkonsolidasikan data terkait aspek lingkungan, serta telah menetapkan *baseline* untuk pengukuran energi dan emisi yang dihasilkan. Perseroan berhasil melaksanakan kegiatan penanaman pohon di tahun 2025 sebanyak 1.600 pohon. Perseroan berhasil meningkatkan biaya lingkungan menjadi sebesar Rp4.791.108.160, meningkat dibandingkan tahun 2024 yang sebesar Rp3.100.584,25.

Perseroan berhasil meningkatkan persentase karyawan perempuan menjadi sebesar 23%, meningkat dibandingkan tahun 2024 yang sebesar 21%. Perseroan berhasil meningkatkan jumlah jam pelatihan karyawan menjadi sebesar 87.572 jam menignkat dibandingkan tahun 2024 yang sebesar 83.549 jam. Perseroan berhasil meningkatkan kepuasan pelanggan konstruksi menjadi sebesar 92,37% meningkat dibandingkan tahun 2024 yang sebesar 92,07%. Perseroan berhasil meningkatkan kepuasan dan keterikatan karyawan menjadi sebesar 82,42% meningkat dibandingkan tahun 2024 yang sebesar 81,67%.

Namun demikian, dalam penerapan Keuangan Berkelanjutan, Perseroan menghadapi sejumlah tantangan yang bersifat jangka pendek, menengah, maupun panjang. Tantangan yang dihadapi meliputi adanya perbedaan persepsi dan kepentingan antar pemangku kepentingan, khususnya terkait aspek lingkungan dan sosial, serta keterbatasan pemahaman dan kapasitas sumber daya manusia dalam mengimplementasikan prinsip keberlanjutan secara konsisten. Selanjutnya, kompleksitas standar dan regulasi yang terus berkembang, termasuk dinamika ketentuan baru seperti IFRS S1 dan S2. Dalam menghadapi tantangan tersebut, Perseroan secara berkelanjutan meningkatkan kapasitas sumber daya manusia melalui pelatihan, sosialisasi, dan internalisasi prinsip keberlanjutan guna mendukung pencapaian target keberlanjutan secara berkelanjutan.

Penerapan Pembangunan Berkelanjutan

Penerapan prinsip keberlanjutan merupakan bagian integral dari strategi Perseroan dalam menciptakan nilai jangka panjang. Sejalan dengan komitmen tersebut, Perseroan senantiasa memastikan bahwa kinerja pada aspek ekonomi, lingkungan hidup, dan sosial

and Infrastructure through green construction activities and the development of green buildings. The Company also consistently supports other SDGs that are aligned with its business activities, as well as through various Social and Environmental Responsibility (TJSL) programs carried out during the year.

In recognition of the Company's commitment to implementing sustainability across all operational activities, throughout 2025 the Company successfully improved its performance in economic, environmental, and social aspects. The Company increased the number of projects secured to 339 contracts in 2025, an increase compared to 277 contracts in 2024. In 2025, there was an increase in the value of active projects to IDR91,700,719 million, compared to IDR68,368,248 million in 2024. The Company also increased its profit to IDR3,088,583 million, compared to IDR2,766,522 million in 2024.

In 2025, the Company successfully consolidated data related to environmental aspects and established a baseline for measuring energy consumption and emissions generated. The Company carried out tree planting activities totaling 1,600 trees in 2025. The Company also increased environmental expenditures to IDR4,791,108,160, compared to IDR3,100,584.25 in 2024.

The Company increased the percentage of female employees to 23%, compared to 21% in 2024. The Company also increased total employee training hours to 87,572 hours, compared to 83,549 hours in 2024. Customer satisfaction in construction services improved to 92.37%, compared to 92.07% in 2024. In addition, employee satisfaction and engagement increased to 82.42%, compared to 81.67% in 2024.

Nevertheless, in implementing Sustainable Finance, the Company faces several challenges in the short, medium, and long term. These challenges include differences in perspectives and interests among stakeholders, particularly in relation to environmental and social aspects, as well as limitations in the understanding and capacity of human resources in consistently implementing sustainability principles. Furthermore, the complexity of evolving standards and regulations, including the introduction of new provisions such as IFRS S1 and S2, also presents challenges. In addressing these challenges, the Company continuously enhances the capacity of its human resources through training, socialization, and the internalization of sustainability principles to support the achievement of sustainability targets on an ongoing basis.

Implementation of Sustainable Development

The implementation of sustainability principles constitutes an integral part of the Company's strategy in creating long-term value. In line with this commitment, the Company consistently ensures that performance across economic, environmental, and social aspects is maintained

berjalan secara seimbang serta selaras dengan target yang telah ditetapkan. Sepanjang tahun 2025, Perseroan berhasil mencapai target kontrak yang dihadapi sebesar 113%. Perseroan berhasil mencapai target laba tahun berjalan sebesar 382%. Perseroan berhasil mencapai target *zero fraud* dengan tidak adanya insiden korupsi yang terbukti selama tahun 2025. Perseroan berhasil mencapai target *zero fatality* dan TRIR < 1. Perseroan berhasil mencapai target 100% atas peningkatan kompetensi seluruh (100%) tim PMO ESG dalam memahami standar pengungkapan keberlanjutan berbasis IFRS S1 dan IFRS S2.

Perseroan berhasil mencapai target komposisi keberagaman karyawan dengan realisasi komposisi karyawan laki-laki sebesar 77% dan perempuan 23%. Perseroan berhasil mencapai target proporsi vendor lokal minimal 70% dengan ketercapaian seluruh (100%) vendor merupakan pemasok lokal. Perseroan berhasil mencapai target 100% vendor diseleksi menggunakan kriteria sosial dan lingkungan.

Komitmen Perseroan dalam menerapkan keberlanjutan di seluruh wilayah operasionalnya juga tercermin dari dicapainya berbagai penghargaan keberlanjutan selama tahun 2025 sebagai berikut.

1. Anugerah Avirama Nawasena dengan kategori ESG Award yang diselenggarakan oleh Lembaga Manajemen Institut Teknologi Bandung (SBM ITB) tahun 2025
2. Keselamatan dan Kesehatan Kerja (K3) dengan kategori 4.949.590 kerja orang tanpa kecelakaan yang diselenggarakan oleh Gubernur Jawa Timur tahun 2025
3. TOP CSR of The Year 2025 dengan kategori *Special Achievement for Social Initiative* "Mudik Lebaran" yang diselenggarakan oleh TRAS N CO Indonesia & INFOBRAND.ID
4. TOP CSR Awards 2025 dengan kategori TOP CSR Award #Star 5 yang diselenggarakan oleh Lembaga Top Business
5. TOP CSR Awards 2025 dengan kategori *TOP Leader on CSR Commitment* 2025 yang diselenggarakan oleh Lembaga Top Business
6. TJSL & CSR Awards 2025 dengan kategori Pilar Sosial -#4 Star yang diselenggarakan oleh BUMN *Track*
7. TJSL & CSR Awards 2025 dengan kategori Pilar Lingkungan - #5 Star yang diselenggarakan oleh BUMN *Track* tahun 2026
8. TJSL & CSR Awards 2025 dengan kategori Pilar Ekonomi - #5 Star yang diselenggarakan oleh BUMN Track tahun 2026
9. 6th Corporate Reputation Awards 2025 dengan kategori 50 Popular PR Person Awards 2025 yang diselenggarakan oleh Lembaga The Iconomics tahun 2025
10. Rekor Indonesia MURI dengan kategori Pengerjaan Proyek Jalan Bebas Hambatan Dengan Tingkat Efisiensi Waktu Tertinggi yang diselenggarakan oleh Museum Rekor Indonesia tahun 2025
11. Sutami Award dalam Acara Hari Bhakti ke-80 dengan kategori Penyedia Jasa Terbaik pada kategori Peningkatan Penggunaan Produk Dalam Negeri pada pembangunan Tol Serang-Panimbang Seksi III yang diselenggarakan oleh Kementerian PU tahun 2025
12. Sutami Award dalam Acara Hari Bhakti ke-80 dengan kategori Mitra Kerja BUMN yang telah berkontribusi selama 80 tahun mendukung tugas Kementerian PU yang diselenggarakan oleh Kementerian PU tahun 2025

in a balanced manner and aligned with the established targets. Throughout 2025, the Company achieved its contract acquisition target at 113%. The Company also achieved its current year profit target at 382%. Furthermore, the Company achieved the zero fraud target, with no proven incidents of corruption during 2025. The Company also achieved the zero fatality target and maintained a Total Recordable Injury Rate (TRIR) of less than 1. The Company successfully achieved a 100% target in enhancing the competencies of all (100%) ESG PMO team members in understanding sustainability disclosure standards based on IFRS S1 and IFRS S2.

The Company achieved the target composition of diversity with actual realization of 77% male and 23% female employees. The Company also achieved the target of a minimum of 70% local vendor proportion, with full achievement (100%) of vendors being local suppliers. In addition, the Company achieved the target of 100% of vendors being selected using social and environmental criteria.

The Company's commitment to implementing sustainability across all operational areas is further reflected in the achievement of various sustainability-related awards throughout 2025, as follows.

1. Anugerah Avirama Nawasena in the ESG Award category organized by the School of Business and Management, Institut Teknologi Bandung (SBM ITB) in 2025
2. Occupational Health and Safety (OHS) award in the category of 4,949,590 safe man-hours without accidents organized by the Governor of East Java in 2025
3. TOP CSR of The Year 2025 in the Special Achievement for Social Initiative "Mudik Lebaran" category organized by TRAS N CO Indonesia & INFOBRAND.ID
4. TOP CSR Awards 2025 in the TOP CSR Award #Star 5 category organized by Top Business Institution
5. TOP CSR Awards 2025 in the TOP Leader on CSR Commitment 2025 category organized by Top Business Institution
6. TJSL & CSR Awards 2025 in the Social Pillar - #4 Star category organized by BUMN Track
7. TJSL & CSR Awards 2025 in the Environmental Pillar - #5 Star category organized by BUMN Track in 2026
8. TJSL & CSR Awards 2025 in the Economic Pillar - #5 Star category organized by BUMN Track in 2026
9. 6th Corporate Reputation Awards 2025 in the 50 Popular PR Person Awards 2025 category organized by The Iconomics Institution in 2025
10. Indonesian World Records Museum (MURI) record for the highest time efficiency in toll road construction projects awarded by the Indonesian World Records Museum in 2025
11. Sutami Award at the 80th Bhakti Day event in the category of Best Service Provider for Increasing the Use of Domestic Products in the construction of the Serang–Panimbang Toll Road Section III, organized by the Ministry of Public Works in 2025
12. Sutami Award at the 80th Bhakti Day event in the category of BUMN Working Partner contributing for 80 years in supporting the duties of the Ministry of Public Works, organized by the Ministry of Public Works in 2025

13. Anugerah Keterbukaan Informasi Publik 2025 dengan kategori KBUMN yang diselenggarakan oleh Komisi Informasi Pusat RI tahun 2025
14. Sertifikasi "*Greenship Existing Building*" dengan kategori Platinum yang diselenggarakan oleh *World Green Building Council* tahun 2025
15. *Founder's Honoree The 2025 Going Digital Awards Year in Infrastructure* (YII) dengan kategori *Founder's Honors Category* yang diselenggarakan oleh Bentley Systems tahun 2025
16. Juara 1 BIM ISO 19650 Digital *Delivery Leadership Award – The 6th JKR BIM Day 2025* Malaysia dengan kategori Digital Delivery Leadership Award yang diselenggarakan oleh BSI & JKR Malaysia tahun 2025
17. *Outstanding Research Award of AAROHAN 3.0 in Global Innovation and Technology Summit* dengan kategori Outstanding Research Award yang diselenggarakan oleh Atlas SkillTech tahun 2025

13. Public Information Disclosure Award 2025 in the State-Owned Enterprises category organized by the Central Information Commission of the Republic of Indonesia in 2025
14. "Greenship Existing Building" Certification in the Platinum category organized by the World Green Building Council in 2025
15. Founder's Honoree at The 2025 Going Digital Awards in Infrastructure (YII) in the Founder's Honors category organized by Bentley Systems in 2025
16. 1st Place BIM ISO 19650 Digital Delivery Leadership Award at The 6th JKR BIM Day 2025 Malaysia in the Digital Delivery Leadership Award category organized by BSI & JKR Malaysia in 2025
17. Outstanding Research Award of AAROHAN 3.0 in the Global Innovation and Technology Summit in the Outstanding Research Award category organized by Atlas SkillTech in 2025

Strategi Pencapaian Target

Pengelolaan risiko merupakan bagian integral dalam penerapan keberlanjutan terkait aspek ekonomi, lingkungan dan sosial. Perseroan telah mengimplementasikan kerangka manajemen risiko yang mengacu pada standar internasional ISO 31000:2018 serta memperkuat tata kelola melalui pembentukan Komite Manajemen Risiko dan GCG. Dalam aspek tata kelola, risiko utama yang dihadapi meliputi potensi pelanggaran kode etik, *fraud*, gratifikasi, benturan kepentingan, serta risiko reputasi akibat kelemahan penerapan *Good Corporate Governance*. Untuk memitigasi risiko tersebut, Perseroan melakukan penguatan sistem anti korupsi, anti-*fraud*, dan anti penyuapan, serta memastikan pengawasan yang berlapis melalui komite dan organ tata kelola yang efektif.

Dalam aspek sosial dan operasional, Perseroan mengidentifikasi risiko terkait sumber daya manusia, keselamatan dan kesehatan kerja, kualitas pekerjaan, serta kepatuhan terhadap hak asasi manusia. Risiko seperti tingginya tingkat *turnover* dan kesenjangan kompetensi dimitigasi melalui program pengembangan karyawan seperti *Individual Development Program* (IDP), beasiswa pendidikan lanjutan, serta program kepemimpinan. Untuk menjaga keselamatan dan kesehatan kerja, Perseroan menerapkan Sistem Manajemen K3 berbasis ISO 45001, termasuk identifikasi bahaya, pengendalian risiko, serta penguatan budaya keselamatan. Sementara itu, risiko kualitas pekerjaan dan pengadaan dikelola melalui standarisasi QA/QC, penggunaan vendor terverifikasi, serta penerapan sistem digital seperti HK SHIELD. Perseroan juga memastikan perlindungan hak asasi manusia melalui kebijakan lingkungan kerja yang bebas diskriminasi, penyediaan kanal pelaporan, serta penguatan prinsip *diversity, equity, and inclusion*.

Pada aspek lingkungan hidup, Perseroan menghadapi risiko perubahan iklim, kerusakan lingkungan, serta dampak terhadap keanekaragaman hayati. Untuk itu, Perseroan melakukan berbagai upaya mitigasi seperti pelaksanaan *climate risk assessment*, pengendalian limbah dan emisi, efisiensi penggunaan sumber daya, serta pengelolaan material berbahaya sesuai regulasi. Selain itu,

Target Achievement Strategy

Risk management constitutes an integral part of the implementation of sustainability across economic, environmental, and social aspects. The Company has implemented a risk management framework referring to the international standard ISO 31000:2018 and strengthened governance through the establishment of the Risk Management and Good Corporate Governance (GCG) Committees. In the governance aspect, the key risks faced include potential violations of the code of ethics, fraud, gratuities, conflicts of interest, and reputational risks arising from weaknesses in the implementation of Good Corporate Governance. To mitigate these risks, the Company strengthens its anti-corruption, anti-fraud, and anti-bribery systems, and ensures layered oversight through effective governance committees and organs.

In the social and operational aspects, the Company identifies risks related to human resources, occupational health and safety, work quality, and compliance with human rights. Risks such as high turnover rates and competency gaps are mitigated through employee development programs, including the Individual Development Program (IDP), advanced education scholarships, and leadership programs. To ensure occupational health and safety, the Company implements an OHS Management System based on ISO 45001, including hazard identification, risk control, and the strengthening of safety culture. Meanwhile, risks related to work quality and procurement are managed through QA/QC standardization, the use of verified vendors, and the implementation of digital systems such as HK SHIELD. The Company also ensures the protection of human rights through a non-discriminatory workplace policy, the provision of reporting channels, and the strengthening of diversity, equity, and inclusion principles.

In the environmental aspect, the Company faces risks related to climate change, environmental degradation, and impacts on biodiversity. To address these risks, the Company undertakes various mitigation efforts, including conducting climate risk assessments, controlling waste and emissions, improving resource efficiency, and managing hazardous materials in accordance

Perseroan juga berperan aktif dalam pelestarian keanekaragaman hayati melalui pembangunan koridor satwa, program revegetasi, dan rehabilitasi lahan pasca konstruksi. Seluruh proses pengelolaan risiko tersebut didukung oleh evaluasi berkala oleh Dewan Komisaris, Direksi, dan Komite Audit guna memastikan efektivitas sistem pengendalian internal. Dengan pendekatan yang terintegrasi ini, Perseroan berupaya menjaga keberlanjutan usaha sekaligus menciptakan nilai jangka panjang bagi seluruh pemangku kepentingan.

with applicable regulations. In addition, the Company actively contributes to biodiversity conservation through the development of wildlife corridors, revegetation programs, and post-construction land rehabilitation. All risk management processes are supported by periodic evaluations by the Board of Commissioners, the Board of Directors, and the Audit Committee to ensure the effectiveness of the internal control system. Through this integrated approach, the Company strives to maintain business sustainability while creating long-term value for all stakeholders.

Perseroan memiliki sejumlah kekuatan fundamental yang menjadi landasan dalam menciptakan dan memanfaatkan peluang usaha secara berkelanjutan. Dengan pengalaman lebih dari 60 tahun di sektor jasa konstruksi, khususnya jalan dan jembatan, serta kepemilikan konsesi Jalan Tol Trans Sumatera (JTTS) sepanjang lebih dari 900 km yang memberikan *recurring income*, Perseroan didukung oleh ekosistem bisnis yang terintegrasi. Selain itu, rekam jejak, reputasi, serta hubungan yang baik dengan pemangku kepentingan, termasuk dukungan pemerintah, menjadi faktor pendukung dalam memperkuat posisi Perseroan di industri. Perseroan juga memiliki peringkat kredit yang setara dengan Republik Indonesia serta akses pendanaan yang kompetitif, didukung oleh posisi keuangan yang solid, sehingga memberikan fleksibilitas dalam mengembangkan proyek dan ekspansi usaha.

The Company possesses a number of fundamental strengths that serve as the foundation for creating and leveraging business opportunities in a sustainable manner. With more than 60 years of experience in the construction services sector, particularly in roads and bridges, as well as ownership of the Trans Sumatra Toll Road (JTTS) concession spanning more than 900 km, which generates recurring income, the Company is supported by an integrated business ecosystem. In addition, its track record, reputation, and strong relationships with stakeholders, including government support, serve as key factors in strengthening the Company's position within the industry. The Company also maintains a credit rating equivalent to that of the Republic of Indonesia and has access to competitive financing, supported by a solid financial position, thereby providing flexibility in project development and business expansion.

Di sisi lain, peluang dan prospek usaha Perseroan tetap terbuka luas seiring dengan tingginya kebutuhan infrastruktur di Indonesia sebagai negara berkembang. Pertumbuhan sektor industri dan program hilirisasi yang didorong oleh pemerintah, seperti pengembangan industri nikel dan petrokimia, turut meningkatkan permintaan terhadap pembangunan infrastruktur pendukung. Selain itu, pemanfaatan teknologi konstruksi terkini memberikan peluang bagi Perseroan untuk meningkatkan efisiensi dan akurasi perencanaan serta pelaksanaan proyek. Perseroan juga melihat potensi besar dalam menjalin *strategic partnership* dengan berbagai pihak, termasuk melalui skema Kerja Sama Pemerintah dan Badan Usaha (KPBU), guna memperluas akses pasar, meningkatkan kapabilitas, serta menciptakan nilai tambah.

On the other hand, the Company's business opportunities and prospects remain widely open in line with the high demand for infrastructure in Indonesia as a developing country. The growth of the industrial sector and downstreaming programs promoted by the Government, such as the development of the nickel and petrochemical industries, have further increased demand for supporting infrastructure development. In addition, the adoption of advanced construction technologies provides opportunities for the Company to enhance efficiency and accuracy in project planning and execution. The Company also sees significant potential in establishing strategic partnerships with various parties, including through the Public-Private Partnership (PPP) scheme, in order to expand market access, enhance capabilities, and create added value.

Dalam memanfaatkan peluang tersebut, Perseroan secara aktif mengoptimalkan kekuatan internal melalui penguatan kompetensi inti, peningkatan kualitas layanan, serta pengembangan inovasi berbasis teknologi. Perseroan juga terus memperluas kolaborasi strategis, meningkatkan efisiensi operasional, serta mengelola portofolio proyek secara selektif dan berkelanjutan. Dengan strategi tersebut, Perseroan tidak hanya mampu menangkap peluang yang ada, tetapi juga menciptakan prospek usaha baru yang mendukung pertumbuhan jangka panjang dan keberlanjutan bisnis.

In capturing these opportunities, the Company actively optimizes its internal strengths through strengthening core competencies, improving service quality, and developing technology-based innovations. The Company also continues to expand strategic collaborations, enhance operational efficiency, and manage its project portfolio in a selective and sustainable manner. Through these strategies, the Company is not only able to seize existing opportunities but also to create new business prospects that support long-term growth and business sustainability.

Perseroan senantiasa mencermati dinamika faktor eksternal, baik dari aspek ekonomi, lingkungan hidup, maupun sosial, yang berpotensi memengaruhi keberlanjutan usaha. Kondisi perekonomian global pada tahun 2025 menunjukkan pertumbuhan yang relatif moderat namun tetap resilien di tengah berbagai tantangan eksternal. Berdasarkan publikasi *International Monetary Fund dalam World Economic Outlook*, pertumbuhan ekonomi

The Company continuously monitors the dynamics of external factors, including economic, environmental, and social aspects, that may affect business sustainability. Global economic conditions in 2025 indicate relatively moderate yet resilient growth amid various external challenges. Based on the International Monetary Fund's World Economic Outlook publication, global economic growth was recorded at approximately 3.1%, slightly slowing

global tercatat sekitar 3,1%, sedikit melambat dibandingkan tahun sebelumnya. Perlambatan ini dipengaruhi oleh kebijakan moneter ketat, fragmentasi perdagangan, serta ketidakpastian geopolitik. Meskipun demikian, tren penurunan inflasi global menjadi sekitar 4,2% memberikan indikasi stabilisasi ekonomi. Situasi ini berdampak pada keberlanjutan Perseroan, khususnya dalam hal volatilitas biaya input, rantai pasok, serta dinamika pembiayaan proyek yang memerlukan strategi adaptif dan pengelolaan risiko yang lebih cermat.

compared to the previous year. This deceleration was influenced by tight monetary policies, trade fragmentation, and geopolitical uncertainties. Nevertheless, the downward trend in global inflation to approximately 4.2% indicates a degree of economic stabilization. This situation affects the Company's sustainability, particularly in terms of input cost volatility, supply chain dynamics, and project financing conditions, thereby requiring adaptive strategies and more prudent risk management.

Di tingkat nasional, perekonomian Indonesia pada tahun 2025 menunjukkan kinerja yang solid dengan pertumbuhan sebesar 5,11% (yoy) sebagaimana dirilis oleh Badan Pusat Statistik. Pertumbuhan ini didorong oleh kuatnya konsumsi domestik dan investasi, serta didukung oleh struktur ekonomi yang cukup resilien. Stabilitas ekonomi nasional memberikan peluang bagi Perseroan untuk menjaga kesinambungan usaha, terutama melalui peningkatan permintaan terhadap pembangunan infrastruktur. Namun demikian, dinamika eksternal tetap berpotensi memengaruhi daya beli, biaya pendanaan, serta keberlanjutan proyek, sehingga memerlukan pengelolaan yang *prudent* dan berkelanjutan.

At the national level, Indonesia's economy in 2025 demonstrated solid performance, with growth of 5.11% (yoy) as reported by Statistics Indonesia (Badan Pusat Statistik). This growth was driven by strong domestic consumption and investment, supported by a relatively resilient economic structure. National economic stability provides opportunities for the Company to maintain business continuity, particularly through increased demand for infrastructure development. However, external dynamics continue to have the potential to affect purchasing power, financing costs, and project sustainability, thereby requiring prudent and sustainable management.

Dari sisi industri, sektor infrastruktur menunjukkan kinerja yang kuat sejalan dengan percepatan belanja pemerintah, khususnya melalui program Kementerian Pekerjaan Umum dan Perumahan Rakyat. Tingginya realisasi anggaran serta peningkatan capaian pembangunan fisik mendorong pertumbuhan sektor konstruksi yang berkontribusi signifikan terhadap PDB nasional. Kondisi ini memberikan peluang strategis bagi Perseroan untuk memperluas portofolio proyek dan meningkatkan kinerja operasional. Di sisi lain, peningkatan aktivitas industri juga diiringi dengan tantangan seperti kebutuhan efisiensi sumber daya, pengelolaan dampak lingkungan, serta pemenuhan standar keselamatan dan kualitas yang semakin tinggi.

From an industry perspective, the infrastructure sector demonstrated strong performance in line with the acceleration of government spending, particularly through programs of the Ministry of Public Works and Housing. High budget realization and improved physical development achievements have driven growth in the construction sector, which contributes significantly to national GDP. This condition provides strategic opportunities for the Company to expand its project portfolio and enhance operational performance. On the other hand, the increase in industry activity is accompanied by challenges such as the need for resource efficiency, environmental impact management, and compliance with increasingly stringent safety and quality standards.

Perseroan juga mendapati hal-hal yang berpengaruh signifikan terhadap kelangsungan usaha (*going concern*) pada tahun 2025 antara lain ketidakseimbangan antara pertumbuhan bisnis dengan kapasitas dan selera risiko (*risk capacity* dan *risk appetite*), kelemahan tata kelola risiko, serta pengambilan keputusan strategis yang belum sepenuhnya berbasis prinsip keseimbangan *risk–reward*. Selain itu, integrasi manajemen risiko dalam perencanaan bisnis dan RKAP berbasis risiko juga belum optimal. Faktor signifikan lainnya mencakup potensi kegagalan proyek dan investasi strategis, ketidakakuratan asumsi perencanaan yang belum sepenuhnya berbasis data pasar yang andal, serta keterbatasan penerapan *stress testing* dan *scenario analysis* dalam menghadapi ketidakpastian. Kondisi tersebut berpotensi menimbulkan tekanan likuiditas dan mengganggu keberlanjutan arus kas, yang pada akhirnya dapat memengaruhi stabilitas operasional dan keuangan Perseroan.

The Company also identified several factors that significantly affected its going concern in 2025, including an imbalance between business growth and risk capacity and risk appetite, weaknesses in risk governance, and strategic decision-making that has not been fully based on balanced risk–reward principles. In addition, the integration of risk management into business planning and risk-based RKAP has not been fully optimized. Other significant factors include the potential failure of projects and strategic investments, inaccuracies in planning assumptions that are not yet fully based on reliable market data, and limited implementation of stress testing and scenario analysis in addressing uncertainties. These conditions may exert pressure on liquidity and disrupt cash flow sustainability, which could ultimately affect the Company's operational and financial stability.

Di sisi lain, risiko terhadap kelangsungan usaha juga dipengaruhi oleh tingkat resiliensi operasional dan kesiapsiagaan krisis yang masih perlu diperkuat, termasuk melalui optimalisasi implementasi dan pengujian *business continuity plan, disaster recovery plan, contingency plan,* serta *crisis management protocol*. Tantangan lainnya mencakup potensi ketidakpatuhan terhadap regulasi dan

On the other hand, risks to going concern are also influenced by the level of operational resilience and crisis preparedness, which still require strengthening, including through the optimization of the implementation and testing of business continuity plans, disaster recovery plans, contingency plans, and crisis management protocols. Additional challenges include potential non-compliance

kebijakan tata kelola, penguatan *risk governance* dan *risk culture*, serta peningkatan kapasitas sumber daya manusia di bidang manajemen risiko. Secara khusus, belum optimalnya implementasi *risk aggregation* dan tata kelola terintegrasi antar entitas usaha berpotensi menimbulkan *blind spot* risiko dan *contagion risk* dalam lingkup grup. Sebagai respons, Perseroan telah menyusun *contingency plan* berdasarkan Aspirasi Pemegang Saham (APS) Tahun 2024 serta melakukan identifikasi dan asesmen risiko melalui *Business Impact Analysis* (BIA) guna memastikan kesiapan dalam merespons potensi gangguan yang dapat berdampak terhadap keberlanjutan usaha secara menyeluruh.

Selain faktor ekonomi, aspek lingkungan hidup dan sosial juga menjadi faktor eksternal yang semakin memengaruhi keberlanjutan Perseroan. Isu perubahan iklim, tuntutan pengurangan emisi gas rumah kaca, serta peningkatan ekspektasi pemangku kepentingan terhadap praktik bisnis yang bertanggung jawab menuntut Perseroan untuk terus memperkuat penerapan prinsip keberlanjutan. Di sisi sosial, kebutuhan akan pembangunan infrastruktur yang inklusif dan berkelanjutan, serta pengelolaan hubungan dengan masyarakat dan pemangku kepentingan, menjadi faktor penting dalam menjaga keberlangsungan operasional. Dengan mempertimbangkan seluruh faktor eksternal tersebut, Perseroan terus berupaya meningkatkan ketahanan bisnis melalui strategi yang adaptif, inovatif, dan berorientasi pada keberlanjutan jangka panjang.

with regulations and governance policies, the need to strengthen risk governance and risk culture, and to enhance human resource capacity in risk management. In particular, the suboptimal implementation of risk aggregation and integrated governance across business entities may give rise to risk blind spots and contagion risks within the group. In response, the Company has developed a contingency plan based on the Shareholders' Aspiration (APS) 2024 and conducted risk identification and assessment through Business Impact Analysis (BIA) to ensure preparedness in responding to potential disruptions that may affect overall business sustainability.

In addition to economic factors, environmental and social aspects have increasingly become external factors influencing the Company's sustainability. Climate change issues, demands for greenhouse gas emission reductions, and increasing stakeholder expectations for responsible business practices require the Company to continuously strengthen the implementation of sustainability principles. From a social perspective, the need for inclusive and sustainable infrastructure development, as well as the management of relationships with communities and stakeholders, constitutes an important factor in maintaining operational continuity. By considering all these external factors, the Company continues to enhance its business resilience through adaptive, innovative, and long-term sustainability-oriented strategiesbisnis.

Apresiasi

Seluruh capaian dan keberhasilan yang diraih Perseroan sepanjang tahun 2025 merupakan hasil dari kepercayaan, dukungan, serta kerja sama yang berkelanjutan dari seluruh pemangku kepentingan. Dukungan tersebut menjadi landasan penting bagi Perseroan untuk terus memperkuat kinerja perusahaan, menjaga penerapan tata kelola yang baik, serta menghadirkan nilai tambah yang berkelanjutan bagi masyarakat, lingkungan, dan pembangunan infrastruktur nasional.

Ke depannya, Perseroan berkomitmen untuk terus memperkuat sinergi dengan para pemangku kepentingan guna memastikan implementasi prinsip keberlanjutan berjalan secara konsisten dan terukur. Dengan dukungan tersebut, Perseroan berharap dapat terus memberikan kontribusi yang lebih besar dalam pembangunan infrastruktur yang berkelanjutan serta mendorong pertumbuhan ekonomi nasional.

Appreciation

All achievements and successes attained by the Company throughout 2025 are the result of the trust, support, and continuous collaboration of all stakeholders. Such support serves as an important foundation for the Company to further strengthen its performance, uphold the implementation of good governance, and deliver sustainable added value to society, the environment, and national infrastructure development.

Going forward, the Company is committed to further strengthening synergy with stakeholders to ensure that the implementation of sustainability principles is carried out consistently and in a measurable manner. With such support, the Company expects to continue making greater contributions to sustainable infrastructure development and to fostering national economic growth.

Jakarta, 30 April 2026
Jakarta, April 30, 2026



Koentjoro
Direktur Utama
President Director

Tanggung Jawab Laporan Keberlanjutan [GRI 2-14]
Responsibility for the Sustainability Report

Kami yang bertandatangan di bawah ini telah meninjau dan menyetujui semua informasi dalam Laporan Keberlanjutan PT Hutama Karya (Persero) Tahun Buku 2025, termasuk di dalamnya informasi terkait topik material Perseroan. Kami bertanggung jawab penuh atas kebenaran isi laporan telah sesuai dengan Peraturan OJK No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan publik, dan Consolidated Set of GRI Standards. Proses penelaahan (*review*) atas Laporan Keberlanjutan dilakukan secara menyeluruh oleh Direksi dan Dewan Komisaris yang menjabat pada saat penyampaian laporan. Untuk memastikan transparansi dan kualitas pelaporan yang baik, proses penelaahan dilakukan melalui pembahasan atas strategi keberlanjutan Perseroan, target dan capaian kinerja keberlanjutan, topik-topik material, serta isu-isu yang disampaikan oleh para pemangku kepentingan beserta respons Perseroan.

Jakarta, 30 April 2026

DIREKSI
Board of Directors

Koentjoro
Direktur Utama
President Director

Sugeng Rochadi
Wakil Direktur Utama
Vice President Director

Eka Setya Adrianto
Direktur Keuangan
Director of Finance

Muhammad Fauzan
Direktur Human Capital & Legal
Director of Human Capital & Legal

Gunadi
Direktur Operasi I
Director of Operations I

Mardiansyah
Direktur Operasi II
Director of Operations II

Fatma Dewi Setyowati
Direktur Manajemen Risiko
Director of Risk Management

Iwan Hermawan
Direktur Operasi III
Director of Operations III

We, the undersigned, have reviewed and approved all information contained in the Sustainability Report of PT Hutama Karya (Persero) for the 2025 Financial Year, including information related to the Company's material topics. We are fully responsible for the accuracy of the contents of this report, which have been prepared in accordance with OJK Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, and Consolidated Set of GRI Standards. The Sustainability Report was comprehensively reviewed by the Board of Directors and the Board of Commissioners serving at the time of its submission. To ensure transparency and the quality of reporting, the review process encompassed discussions on the Company's sustainability strategy, sustainability performance targets and achievements, material topics, as well as issues raised by stakeholders and the Company's corresponding responses.

Jakarta, April 30, 2026

DEWAN KOMISARIS
Board of Commissioners

Denny Abdi
Komisaris Utama
President Commissioner

R. Wahyu Muryadi
Komisaris Independen
Independent Commissioner

Siti Jamaliah Lubis
Komisaris Independen
Independent Commissioner

Mudanto Hatta
Komisaris Independen
Independent Commissioner

Essy Asiah
Komisaris
Commissioner

Mukri
Komisaris
Commissioner



Tata Kelola Keberlanjutan

Sustainability Governance

[OJK E]



Struktur dan Komposisi Tata Kelola [GRI 2-9, GRI 2-11]
Governance Structure and Composition

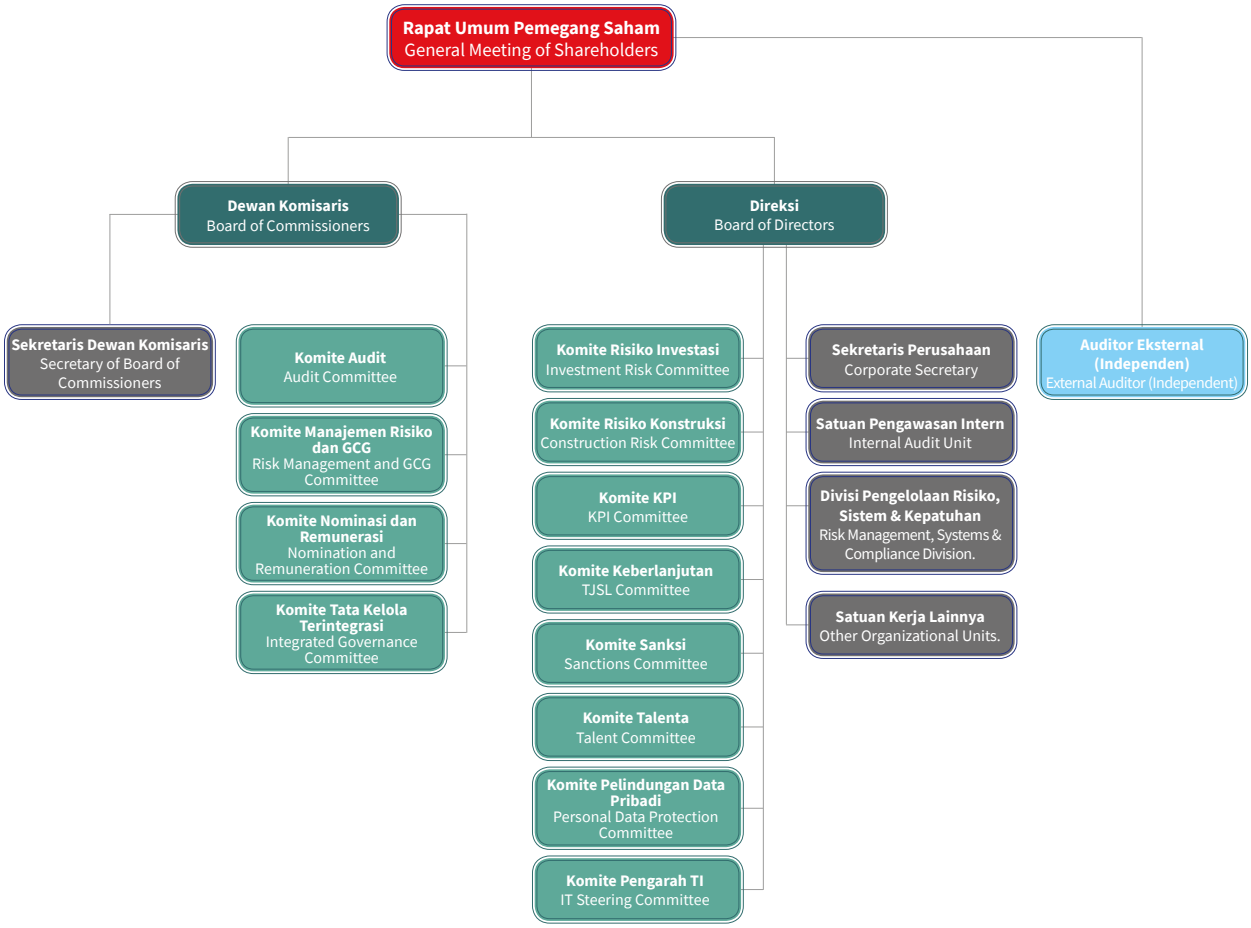


Tata kelola Hutama Karya merujuk pada Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, terdiri atas Rapat Umum Pemegang Saham (RUPS) sebagai organ tata kelola tertinggi, Direksi sebagai pengurus Perseroan, dan Dewan Komisaris sebagai pengawas atas aktivitas pengelolaan yang dilaksanakan oleh Direksi. Perseroan juga telah membentuk organ pendukung Dewan Komisaris yang meliputi Komite Audit, Komite Manajemen Risiko dan GCG, Komite Nominasi dan Remunerasi, Komite Tata Kelola Terintegrasi, dan Sekretaris Dewan Komisaris. Sedangkan, organ pendukung di bawah Direksi meliputi Komite Risiko Investasi, Komite Risiko Konstruksi, Komite KPI, Komite TJSL, Komite Sanksi, Komite Talenta, Komite Pelindungan Data Pribadi, Komite Pengarah TI, Sekretaris Perusahaan, Satuan Pengawasan Intern, Divisi Sistem & Kepatuhan, dan Divisi Pengelolaan Risiko. Dalam penentuan komposisi anggota Dewan Komisaris dan Direksi, Perseroan mempertimbangkan keberagaman latar belakang meliputi keahlian, pengetahuan, dan pengalaman anggota Dewan Komisaris dalam bidang operasi Perseroan sebagaimana diatur dalam Pedoman dan Tata Tertib Dewan Komisaris yang telah diperbarui pada tanggal 22 Desember 2025.

Hutama Karya's governance refers to Law No. 40 of 2007 concerning Limited Liability Companies and consists of the General Meeting of Shareholders (GMS) as the highest governance body, the Board of Directors as the management body of the Company, and the Board of Commissioners as the supervisory body overseeing the management activities carried out by the Board of Directors. The Company has also established supporting organs under the Board of Commissioners, including the Audit Committee, Risk Management and GCG Committee, Nomination and Remuneration Committee, Integrated Governance Committee, and the Board of Commissioners' Secretary. Meanwhile, supporting organs under the Board of Directors include the Investment Risk Committee, Construction Risk Committee, KPI Committee, TJSL Committee, Sanctions Committee, Talent Committee, Personal Data Protection Committee, IT Steering Committee, Corporate Secretary, Internal Audit Unit, Systems & Compliance Division, and Risk Management Division. In determining the composition of the members of the Board of Commissioners and the Board of Directors, the Company takes into consideration diversity of background, including the expertise, knowledge, and experience of the members of the Board of Commissioners in the Company's business operations, as stipulated in the Board of Commissioners Charter and Rules of Conduct, which were updated on 22 December 2025.

Berikut struktur tata kelola Hutama Karya.

The following is Hutama Karya's governance structure.



Profil Dewan Komisaris dan Direksi yang meliputi independensi, masa jabatan, jumlah posisi dan komitmen signifikansi lainnya, jenis kelamin, dan kompetensi telah disajikan pada bab Profil Perusahaan dalam Laporan Tahunan Hutama Karya tahun 2025. Sedangkan, profil Komite selain Komisaris disampaikan di bagian Tata Kelola Perusahaan dalam Laporan Tahunan Hutama Karya tahun 2025. Terkait dengan keberagaman Komisaris dan Direksi disampaikan di bagian Tata Kelola Perusahaan dalam Laporan Tahunan Hutama Karya tahun 2025.

The profiles of the Board of Commissioners and the Board of Directors, including independence, tenure, number of positions and other significant commitments, gender, and competencies, have been presented in the Company Profile section of Hutama Karya's 2025 Annual Report. Meanwhile, profiles of Committees other than the Board of Commissioners are presented in the Corporate Governance section of Hutama Karya's 2025 Annual Report. Information regarding the diversity of the Board of Commissioners and Board of Directors is also disclosed in the Corporate Governance section of Hutama Karya's 2025 Annual Report.

Kode Etik
Code of Conduct

Hutama Karya telah memiliki kode etik Pedoman Etika Kerja dan Etika Bisnis (*Code of Conduct*). Pedoman Etika Kerja dan Etika Bisnis (*Code of Conduct*) adalah sekumpulan komitmen yang terdiri dari Etika Bisnis dan Etika Perilaku yang disusun untuk mempengaruhi, membentuk, mengatur, dan melakukan kesesuaian tingkah laku sehingga tercapai keluaran yang konsisten yang sesuai dengan budaya Perusahaan dalam mencapai visi dan misinya. Pedoman Etika Kerja dan Etika Bisnis (*Code of Conduct*) merupakan bagian dari pelaksanaan GCG di Perusahaan yang menjadi acuan dalam menjalankan kegiatan usahanya termasuk dalam interaksi dengan pemangku kepentingan (*Stakeholders*) yang didasarkan pada nilai-nilai moral dan standar etika berusaha. Kode etik ini ditandatangani oleh seluruh Dewan Komisaris dan Direksi dan berlaku untuk seluruh insan Hutama Karya, anak perusahaan dan afiliasi, pemegang saham, serta pemangku kepentingan yang terlibat dalam aktivitas bisnis perusahaan.

Adapun pokok-pokok etika kerja dan etika bisnis dalam berhubungan dengan *stakeholder* mencakup kepedulian terhadap kepentingan karyawan, etika dengan *stakeholders*, pelindungan aset dan informasi perusahaan, larangan praktik monopoli dan persaingan usaha tidak sehat, dan *anti fraud* dan tindakan anti pencucian uang. Penjelasan tentang Etika Kerja dan Etika Bisnis (*Code of Conduct*) telah disampaikan dalam bab Tata Kelola Perusahaan pada Laporan Tahunan Hutama Karya tahun 2025.

Hutama Karya has established a Code of Conduct, namely the Work Ethics and Business Ethics Guidelines. The Work Ethics and Business Ethics Guidelines (Code of Conduct) constitute a set of commitments comprising Business Ethics and Behavioral Ethics designed to influence, shape, regulate, and align conduct to achieve consistent outcomes in accordance with the Company's culture in fulfilling its vision and mission. The Work Ethics and Business Ethics Guidelines (Code of Conduct) form part of the implementation of Good Corporate Governance (GCG) within the Company and serve as a reference in conducting business activities, including interactions with stakeholders, based on moral values and ethical business standards. This Code of Conduct has been signed by all members of the Board of Commissioners and the Board of Directors and applies to all Hutama Karya personnel, subsidiaries and affiliates, shareholders, as well as stakeholders involved in the Company's business activities.

The key principles of work ethics and business ethics in relation to stakeholders include concern for employee interests, ethical conduct with stakeholders, protection of Company assets and information, prohibition of monopolistic practices and unfair business competition, as well as anti-fraud and anti-money laundering practices. Further details regarding the Work Ethics and Business Ethics Guidelines (Code of Conduct) are presented in the Corporate Governance section of Hutama Karya's 2025 Annual Report.

Conflict of Interest [GRI 2-15]
Conflict of Interest

Dalam menjalankan kegiatan usahanya, Hutama Karya berkomitmen untuk mencegah dan menghindari segala bentuk benturan kepentingan (*conflict of interest*) di seluruh tingkatan organisasi, mulai dari Direksi, Dewan Komisaris, hingga jajaran manajemen. Sesuai ketentuan dalam Peraturan Otoritas Jasa Keuangan Nomor 42/POJK.04/2020 Tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan, Benturan Kepentingan adalah perbedaan antara kepentingan ekonomis perusahaan terbuka dengan kepentingan ekonomis pribadi anggota Direksi, anggota Dewan Komisaris, Pemegang Saham Utama, atau Pengendali yang dapat merugikan perusahaan terbuka dimaksud.

PENGELOLAAN BENTURAN KEPENTINGAN DIREKSI

1. Organ Direksi harus menghindari terjadinya dominasi oleh pihak manapun, tidak terpengaruh oleh kepentingan tertentu, bebas dari benturan kepentingan (*conflict of interest*) dan dari segala pengaruh atau tekanan, sehingga pengambilan keputusan dapat dilakukan secara obyektif.

In carrying out its business activities, Hutama Karya is committed to preventing and avoiding all forms of conflict of interest at every level of the organization, from the Board of Directors, Board of Commissioners, to management levels. In accordance with the provisions of Financial Services Authority Regulation (OJK) No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions, a conflict of interest is defined as a difference between the economic interests of a public company and the personal economic interests of members of the Board of Directors, members of the Board of Commissioners, Majority Shareholders, or Controlling Shareholders that may cause harm to the public company concerned.

BOARD OF DIRECTORS CONFLICT OF INTEREST MANAGEMENT

1. The Board of Directors shall avoid domination by any party, remain independent from specific interests, and be free from conflicts of interest and any influence or pressure, so that decision-making can be conducted objectively.

2. Kebijakan Direksi terkait potensi benturan kepentingan yang menyangkut dirinya adalah sebagai berikut:
   a. Benturan kepentingan yang dimaksud adalah keadaan dimana terdapat konflik antara kepentingan ekonomis perusahaan dan kepentingan ekonomis pribadi angggota Direksi Perusahaan;
   b. Dalam menjalankan tugas dan kewajibannya, anggota Direksi Perusahaan harus senantiasa mendahulukan kepentingan ekonomis perusahaan diatas kepentingan ekonomis pribadi atau keluarga, maupun pihak lainnya;
   c. Anggota Direksi Perusahaan dilarang menyalahgunakan jabatan untuk kepentingan atau keuntungan pribadi, keluarga dan pihak-pihak lain secara langsung maupun tidak langsung dari kegiatan Perusahan selain penghasilan yang sah;
   d. Dalam hal pembahasan dan pengambilan keputusan yang mengandung unsur benturan kepentingan, pihak yang bersangkutan tidak diperkenankan ikut serta;
   e. Setiap anggota Direksi Perusahaan yang memiliki wewenang pengambilan keputusan diharuskan setiap tahun membuat pernyataan tidak memiliki benturan kepentingan terhadap setiap keputusan yang telah dibuat olehnya dan telah melaksanakan pedoman perilaku yang ditetapkan oleh Perusahaan;
3. Direksi menetapkan kebijakan tentang mekanisme bagi Direksi dan penjabat struktural untuk mencegah pengambilan keuntungan pribadi dan pihak lainnya disebabkan benturan kepentingan.
   a. Menyusun mekanisme untuk mencegah pengambilan keuntungan pribadi Direksi dan penjabat struktural Perusahaan yang disebabkan benturan kepentingan.
   b. Melaksanakan sosialisasi kebijakan tentang mekanisme untuk mencegah pengambilan keuntungan pribadi bagi Direksi dan penjabat struktural Perusahaan.
   c. Membuat surat pernyataan Direksi tidak memiliki benturan kepentingan antara kepentingan pribadi/keluarga, jabatan lain, atau golongan dengan kepentingan Perusahaan pada awal pengangkatan yang diperbaharui setiap awal tahun.
4. Direksi menerapkan kebijakan untuk mencegah benturan kepentingan.
   a. Direksi menyampaikan laporan kepemilikan Saham pada Perusahaan lainnya kepada Perusahaan (Sekretaris Perusahaan) untuk dicatat dalam daftar khusus.
   b. Direksi menandatangani Pakta Integritas yang dilampirkan dalam Usulan Tindakan Direksi yang harus mendapatkan persetujuan dari Dewan Komisaris dan/atau rekomendasi dari Dewan Komisaris dan persetujuan RUPS.
   c. Direksi menghindari pengambilan keputusan transaksional yang mengandung benturan kepentingan, meliputi:
      - Transaksi kesempatan Perusahaan (*corporate opportunity*);
      - Transaksi dengan Perusahaan yang bersangkutan, baik yang di laksanakan oleh Direksi pribadi atau secara tidak langsung oleh Direksi melalui anggota keluarganya atau keluarga dekatnya (*sell dealing*).
      - Transaksi yang mengandung benturan kepentingan (*conflict of interest*).
      - Transaksi yang di bantu oleh orang dalam (*insider information*).

2. The Board of Directors' policy regarding potential conflicts of interest involving its members is as follows:
   a. A conflict of interest is defined as a situation where there is a conflict between the Company's economic interests and the personal economic interests of a member of the Board of Directors;
   b. In carrying out their duties and responsibilities, members of the Board of Directors must always prioritize the Company's economic interests over personal, family, or other parties' interests;
   c. Members of the Board of Directors are prohibited from abusing their position for personal gain or for the benefit of their family or other parties, directly or indirectly, outside of legitimate remuneration from the Company;
   d In discussions and decision-making processes involving conflicts of interest, the concerned party is not permitted to participate;
   e. Each Director with decision-making authority is required to annually declare the absence of conflicts of interest in relation to every decision made and confirm compliance with the Company's code of conduct.

3. The Board of Directors establishes policies and mechanisms for Directors and structural officials to prevent personal gain arising from conflicts of interest:
   a. Developing mechanisms to prevent personal gain by Directors and structural officers arising from conflicts of interest;
   b. Conducting socialization of policies regarding mechanisms to prevent personal gain due to conflicts of interest;
   c. Issuing a statement letter declaring the absence of conflicts of interest between personal/family interests, other positions, or affiliations and the Company's interests, at the time of appointment and updated annually.
4. The Board of Directors implements policies to prevent conflicts of interest:
   a. Reporting share ownership in other companies to the Company (Corporate Secretary) for recording in a special register;
   b. Signing an Integrity Pact attached to proposals for Board of Directors actions requiring approval from the Board of Commissioners and/or recommendation and approval from the GMS;
   c. Avoiding transactional decision-making that contains conflicts of interest, including:
      - Corporate opportunity transactions;
      - Transactions with the Company involving Directors personally or indirectly through family members or close relatives (self-dealing);
      - Transactions involving conflicts of interest;
      - Transactions involving insider information.

5. Anggota Direksi tidak berwenang mewakili Perseroan apabila:
   a. Terjadi perkara di depan pengadilan antara Perseroan dengan anggota Direksi yang bersangkutan; atau
   b. Anggota Direksi yang bersangkutan mempunyai benturan kepentingan dengan Perseroan.
6. Dalam hal terdapat keadaan sebagaimana dimaksud, yang berhak mewakili Perseroan adalah:
   a. Anggota Direksi lainnya yang tidak mempunyai benturan kepentingan dengan Perseroan yang ditunjuk oleh anggota Direksi lain yang tidak mempunyai benturan kepentingan.
   b. Dewan Komisaris dalam hal seluruh anggota Direksi mempunyai benturan kepentingan dengan Perseroan.
   c. Pihak lain yang ditunjuk oleh Rapat Umum Pemegang Saham dalam hal seluruh anggota Direksi atau Dewan Komisaris mempunyai benturan kepentingan dengan Perseroan.
7. Dalam hal seluruh anggota Direksi mempunyai benturan kepentingan dengan Perseroan dan tidak ada satupun anggota Dewan Komisaris, maka Perseroan diwakili oleh pihak lain yang ditunjuk oleh Rapat Umum Pemegang Saham.

PENGELOLAAN BENTURAN KEPENTINGAN DEWAN KOMISARIS

1. Organ Dewan Komisaris harus menghindari terjadinya dominasi oleh pihak manapun, tidak terpengaruh oleh kepentingan tertentu, bebas dari benturan kepentingan (*conflict of interest*) dan dari segala pengaruh atau tekanan, sehingga pengambilan keputusan dapat dilakukan secara obyektif.
2. Kebijakan Dewan Komisaris terkait potensi benturan kepentingan yang menyangkut dirinya adalah sebagai berikut:
   a. Benturan kepentingan yang dimaksud adalah keadaan dimana terdapat konflik antara kepentingan ekonomis perusahaan Dewan Komisaris perusahaan.
   b. Dalam menjalankan tugas dan kewajibannya, anggota Dewan Komisaris perusahaan harus senantiasa mendahulukan kepentingan ekonomis perusahaan diatas kepentingan ekonomis pribadi atau keluarga, maupun pihak lainnya.
   c. Anggota Dewan Komisaris perusahaan dilarang menyalahgunakan jabatan untuk kepentingan atau keuntungan pribadi, keluarga dan pihak-pihak lain.
   d. Dalam hal pembahasan dan pengambilan keputusan yang mengandung unsur benturan kepentingan, pihak yang bersangkutan tidak diperkenankan ikut serta.
   e. Setiap anggota Dewan Komisaris perusahaan yang memiliki wewenang pengambilan keputusan diharuskan setiap tahun membuat pernyataan tidak memiliki benturan kepentingan terhadap setiap keputusan yang telah dibuat olehnya dan telah melaksanakan pedoman perilaku yang ditetapkan oleh perusahaan.

5. Members of the Board of Directors are not authorized to represent the Company if:
   a. There is a legal dispute before a court between the Company and the concerned Director; or
   b. The Director has a conflict of interest with the Company.
6. In such cases, the Company shall be represented by:
   a. Other Directors without conflicts of interest, appointed by non-conflicted Directors;
   b. The Board of Commissioners, if all Directors have conflicts of interest;
   c. Other parties appointed by the General Meeting of Shareholders (GMS) if all Directors and/or Commissioners have conflicts of interest.
7. If all members of the Board of Directors have conflicts of interest and no Board of Commissioners exists, the Company shall be represented by other parties appointed by the General Meeting of Shareholders.

BOARD OF COMMISSIONERS CONFLICT OF INTEREST MANAGEMENT

1. The Board of Commissioners shall avoid domination by any party, remain free from specific interests, be independent from any influence or pressure, and be free from conflicts of interest, so that decision-making can be conducted objectively.
2. The Board of Commissioners' policy regarding potential conflicts of interest involving its members is as follows:
   a. A conflict of interest is defined as a situation where there is a conflict between the Company's economic interests and the personal economic interests of members of the Board of Commissioners;
   b. In carrying out their duties and responsibilities, members of the Board of Commissioners must always prioritize the Company's economic interests over personal, family, or other parties' interests;
   c. Members of the Board of Commissioners are prohibited from abusing their position for personal gain or for the benefit of their family or other parties;
   d. In discussions and decision-making involving conflicts of interest, the concerned party is not permitted to participate;
   e. Each Commissioner with decision-making authority is required to annually declare the absence of conflicts of interest in relation to decisions made and compliance with the Company's code of conduct.

3. Dewan Komisaris menandatangani pernyataan tidak memiliki benturan kepentingan dan menyatakan secara tertulis hal-hal yang berpotensi menimbulkan benturan kepentingan terhadap dirinya dan menyampaikannya kepada RUPS, meliputi:
   a. Adanya surat pernyataan Dewan Komisaris tidak memiliki benturan kepentingan pada awal pengangkatan yang diperbaharui setiap awal tahun.
   b. Pernyataan tahunan dapat dilaksanakan dengan menambahkan pernyataan tersebut sebagai lampiran atau bagian dari Kontrak Manajemen atau Rencana Kerja dan Anggaran (RKA) Dewan Komisaris.
   c. Bila dalam periode pelaksanaan tugasnya, Dewan Komisaris mengalami (potensi) benturan kepentingan terdapat surat pernyataan Dewan Komisaris mengenai hal tersebut dan disampaikan kepada pemegang saham.
   d. Dewan Komisaris membuat Pakta lntegritas yang dilampirkan dalam usulan tindakan Direksi yang harus mendapatkan rekomendasi dari Dewan Komisaris dan persetujuan RUPS.
4. Dewan Komisaris melaporkan kepada Perusahaan (Sekretaris Perusahaan) untuk dicatat dalam Daftar Khusus mengenai kepemilikan sahamnya dan/atau keluarganya pada Perusahaan dan Perusahaan lain.
5. Dewan Komisaris memantau dan mengelola potensi benturan kepentingan manajemen, anggota Direksi, Dewan Komisaris dan pemegang saham, termasuk penyalahgunaan aset korporasi dan penyalahgunaan dalam transaksi pihak berelasi. Komisaris yang memiliki benturan kepentingan tidak turut serta dalam pemantauan dan pengambilan keputusan atas potensi benturan kepentingan yang melibatkan Komisaris atau afiliasi Komisaris yang bersangkutan.

Pada tahun 2025, tidak terdapat hubungan afiliasi yang mengandung benturan kepentingan antara Dewan Komisaris dan Direksi (hubungan keuangan, keluarga dan kepengurusan) dengan anggota Dewan Komisaris dan Direksi lainnya serta dengan Pemegang Saham Pengendali. Oleh karenanya, tidak terdapat pemegang saham pengendali individu baik langsung maupun tidak langsung. Pemegang saham utama dan pengendali Perseroan adalah 99,99% PT Danantara Asset Management (Persero).

Oleh karenanya, tidak terdapat pemegang saham pengendali individu baik langsung maupun tidak langsung. Keberadaan pemegang saham pengendali anggota Dewan Komisaris, Dewan Pengawas Syariah dan Direksi telah disampaikan pada bab Profil Perusahaan Laporan Tahunan Hutama Karya tahun 2025. Sedangkan, transaksi pihak berelasi disampaikan pada bab Analisis dan Pembahasan Manajemen di Laporan Tahunan Hutama Karya tahun 2025.

3. The Board of Commissioners signs a declaration of no conflict of interest and discloses in writing any matters that may potentially create conflicts of interest, and submits them to the GMS, including:
   a. A statement of no conflict of interest at the time of appointment, updated annually;
   b. Annual statements may be included as an attachment or part of the Management Contract or Work and Budget Plan (RKA) of the Board of Commissioners;
   c. If during the execution of duties a potential conflict of interest arises, the Commissioner shall issue a written statement and submit it to the shareholders;
   d. The Board of Commissioners signs an Integrity Pact attached to Board of Directors action proposals requiring recommendation from the Board of Commissioners and approval from the GMS.
4. The Board of Commissioners reports to the Company (Corporate Secretary) for recording in a special register regarding share ownership by themselves and/or their families in the Company and other companies.
5. The Board of Commissioners monitors and manages potential conflicts of interest involving management, members of the Board of Directors, the Board of Commissioners, and shareholders, including misuse of corporate assets and related-party transactions. Commissioners who have a conflict of interest shall not participate in monitoring and decision-making related to such matters.

In 2025, there were no affiliated relationships involving conflicts of interest between members of the Board of Commissioners and the Board of Directors (financial, familial, or managerial relationships) with other members of the Board of Commissioners and the Board of Directors, as well as with the Controlling Shareholder. Accordingly, the Company does not have any individual controlling shareholder, whether directly or indirectly. The Company's principal and controlling shareholder is 99.99% owned by PT Danantara Asset Management (Persero).

Accordingly, the Company does not have any individual controlling shareholder, whether directly or indirectly. Information regarding the controlling shareholder, as well as members of the Board of Commissioners, Sharia Supervisory Board, and Board of Directors, is presented in the Company Profile section of Hutama Karya's 2025 Annual Report. Meanwhile, information concerning related-party transactions is disclosed in the Management Discussion and Analysis section of Hutama Karya's 2025 Annual Report.

Nominasi dan Seleksi Dewan Komisaris dan Direksi [GRI 2-10, 2-20]

Nomination and Selection of the Board of Commissioners and the Board Of Directors

Dalam rangka mewujudkan tata kelola perusahaan yang baik (*good corporate governance*), Perseroan senantiasa berkomitmen untuk melaksanakan proses nominasi anggota Direksi dan Dewan Komisaris yang transparan, akuntabel, dan sesuai dengan peraturan perundang-undangan yang berlaku, khususnya Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Perseroan telah menetapkan prosedur nominasi dan seleksi Dewan Komisaris dan Direksi dilakukan baik dari Talenta Kementerian BUMN, Talenta BUMN (Internal), maupun Talenta Eksternal. Adapun proses yang dilakukan sebagai berikut:

1. Penjaringan Calon: Penjaringan calon dilakukan baik dari Talenta Kementerian BUMN, Talenta BUMN (Internal), maupun Talenta Eksternal.
2. Seleksi Awal: Calon yang memenuhi persyaratan administrasi akan diseleksi berdasarkan kualifikasi dan pengalaman dari Talenta Internal Perusahaan.
3. Asesmen: Terhadap Calon/Talenta Internal Perusahaan yang memenuhi persyaratan (*eligible talent*) dilakukan Asesmen berupa penilaian atas pemenuhan terhadap syarat materiil melalui penilaian standar kompetensi, kualifikasi professional (*professional qualification*), dan karakter (*traits*).
4. Evaluasi dan Pembahasan: Hasil asesmen akan dievaluasi dan dibahas oleh Tim Penilai yang independen di Level Direksi dan Dewan Komisaris (Komite Nominasi dan Remunerasi PT Hutama Karya (Persero)).
5. Direktur Human Capital & Legal sebagai anggota Direksi BUMN yang membidangi fungsi sumber daya manusia pada PT Hutama Karya (Persero) bertanggung jawab dalam pelaksanaan teknis sistem Manajemen Talenta BUMN di PT Hutama Karya (Persero).
6. Penetapan Calon: Terhadap Calon Direksi dan Dewan Komisaris terpilih dan memenuhi kriteria (*Nominated Talent*) akan diajukan oleh Perusahaan melalui Dewan Komisaris PT Hutama Karya (Persero) kepada Menteri BUMN selaku Rapat Umum Pemegang Saham Perusahaan untuk mendapatkan persetujuan.
7. Pengangkatan: Setelah mendapatkan persetujuan Rapat Umum Pemegang Saham Perusahaan, dan Menteri BUMN selaku Rapat Umum Pemegang Saham (RUPS) akan mengangkat calon yang terpilih.

Komite Nominasi dan Remunerasi sebagaimana tercantum dalam Komite Nominasi dan Remunerasi Nomor SK-10.XII/DK/PTHK/2023 Tanggal 29 Desember 2023 bertanggung jawab dalam fungsi nominasi dan remunerasi, antara lain:

a. Fungsi Nominasi:
   - Memberikan rekomendasi kepada Dewan Komisaris mengenai komposisi jabatan anggota Direksi dan/atau anggota Dewan Komisaris; kebijakan dan kriteria yang dibutuhkan dalam proses Nominasi; dan kebijakan evaluasi kinerja bagi anggota Direksi dan/atau anggota Dewan Komisaris.

In order to realize good corporate governance, the Company is committed to implementing a transparent, accountable, and regulation-compliant nomination process for members of the Board of Directors and the Board of Commissioners, in accordance with the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises. The Company has established nomination and selection procedures for the Board of Commissioners and the Board of Directors, which are conducted through the Ministry of SOE Talent Pool, SOE Talent (Internal), and External Talent. The process is carried out as follows:

1. Penjaringan Calon: Penjaringan calon dilakukan baik dari Talenta Kementerian BUMN, Talenta BUMN (Internal), maupun Talenta Eksternal.
2. Initial Selection: Candidates who meet administrative requirements are screened based on qualifications and experience from the Company's Internal Talent pool.
3. Assessment: Eligible internal candidates are evaluated through an assessment covering competency standards, professional qualifications, and personal traits.
4. Evaluation and Discussion: Assessment results are evaluated and discussed by an independent assessment team at the Board level (Nomination and Remuneration Committee of PT Hutama Karya (Persero) (Persero)).
5. The Director of Human Capital & Legal, as the Board member responsible for human resources functions, is accountable for the technical implementation of the SOE Talent Management System at PT Hutama Karya (Persero).
6. Appointment of Candidates: Selected candidates for the Board of Directors and Board of Commissioners who meet the established criteria (Nominated Talent) are proposed by the Company, through the Board of Commissioners of PT Hutama Karya (Persero), to the Minister of State-Owned Enterprises acting as the General Meeting of Shareholders, for approval.
7. Appointment: After obtaining approval from the GMS, the Minister of SOEs as the GMS appoints the selected candidates.

The Nomination and Remuneration Committee, as stipulated in Decree No. SK-10.XII/DK/PTHK/2023 dated 29 December 2023, is responsible for nomination and remuneration functions, including the following:

a. Nomination Function:
   - Providing recommendations to the Board of Commissioners regarding the composition of positions of members of the Board of Directors and/or members of the Board of Commissioners; policies and criteria required in the nomination process; and performance evaluation policies for members of the Board of Directors and/or Board of Commissioners.

- Membantu Dewan Komisaris melakukan penilaian kinerja anggota Direksi dan/atau anggota Dewan Komisaris berdasarkan tolok ukur yang telah disusun sebagai bahan evaluasi;
- Memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kemampuan anggota Direksi dan/atau anggota Dewan Komisaris; dan
- Memberikan usulan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris Hutama Karya dan Wakil Perseroan yang akan diusulkan menjadi Direksi dan/atau anggota Dewan Komisaris Anak Perusahaan/Afiliasinya kepada Dewan Komisaris untuk disampaikan kepada Rapat Umum Pemegang Saham dan/atau Direksi Hutama Karya sebagaimana wewenang Dewan Komisaris yang diatur dalam Anggaran Dasar.

b. Fungsi Remunerasi
- Memberikan rekomendasi kepada Dewan Komisaris mengenai struktur Remunerasi bagi anggota Direksi dan/atau anggota Dewan Komisaris; kebijakan atas remunerasi bagi anggota Direksi dan/atau anggota Dewan Komisaris; dan besaran atas remunerasi bagi anggota Direksi dan/atau anggota Dewan Komisaris.

- Membantu Dewan Komisaris melakukan penilaian kinerja dengan kesesuaian Remunerasi yang diterima masing-masing anggota Direksi.

Kriteria Khusus Pemilihan Direksi dan Komisaris dan Kebijakan Keberagaman Direksi dan Dewan Komisaris, serta implementasinya telah disajikan pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan Hutama Karya tahun 2025.

- Assisting the Board of Commissioners in assessing the performance of members of the Board of Directors and/or Board of Commissioners based on established performance benchmarks as evaluation input.
- Providing recommendations to the Board of Commissioners regarding development programs for members of the Board of Directors and/or Board of Commissioners.
- Proposing qualified candidates for members of the Board of Directors and/or Board of Commissioners of Hutama Karya and representatives of the Company to be appointed as members of the Board of Directors and/or Board of Commissioners of subsidiaries/affiliates, to the Board of Commissioners for submission to the General Meeting of Shareholders and/or the Board of Directors of Hutama Karya, in accordance with the authority of the Board of Commissioners as stipulated in the Articles of Association.

b. Remuneration Function
- Providing recommendations to the Board of Commissioners regarding the remuneration structure for members of the Board of Directors and/or Board of Commissioners; remuneration policies for members of the Board of Directors and/or Board of Commissioners; and remuneration amounts for members of the Board of Directors and/or Board of Commissioners.
- Assisting the Board of Commissioners in evaluating performance alignment with the remuneration received by each member of the Board of Directors.

The specific criteria for the selection of members of the Board of Directors and Board of Commissioners, as well as the Board Diversity Policy and its implementation, are presented in the Corporate Governance chapter of Hutama Karya's 2025 Annual Report.

Penilaian Kinerja Dewan Komisaris dan Direksi [GRI 2-18]
Performance Assessment of the Board of Commissioners and the Board of Directors

Sistem evaluasi kinerja Direksi di tahun 2024, mengacu pada Peraturan Menteri BUMN No. PER- 3/MBU/03/2023 tanggal 20 Maret 2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara, Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara serta Surat KBUMN No. S-220/MBU/04/2023 tanggal 19 April 2023.

Kriteria penilaian kinerja Direksi terdiri atas *Key Performance Indicator* (KPI) Direksi secara kolegial dan KPI Direksi secara individual yang disusun sesuai dengan strategi serta fokus perusahaan di periode berjalan yang tertuang pada Rencana Kerja dan Anggaran Perusahaan (RKAP). Kriteria KPI Kolegial mencakup nilai ekonomi dan sosial untuk Indonesia yang mencakup aspek finansial dan sosial, inovasi model bisnis, kepemimpinan teknologi, peningkatan investasi, dan pengembangan talenta. Sedangkan KPI Individual secara individual

The performance evaluation system for the Board of Directors in 2024 refers to the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 dated March 20, 2023 concerning Organs and Human Resources of State-Owned Enterprises, Minister of SOE Regulation No. PER-2/MBU/03/2023 dated March 3, 2023 concerning Guidelines for Governance and Significant Corporate Actions of State-Owned Enterprises, and the Ministry of SOE Letter No. S-220/MBU/04/2023 dated April 19, 2023.

The performance assessment criteria for the Board of Directors consist of collegial Key Performance Indicators (KPIs) and individual KPIs, which are prepared in accordance with the Company's strategy and priorities during the relevant period as stated in the Company Work Plan and Budget (RKAP). Collegial KPIs include economic and social value creation for Indonesia, covering financial and social aspects, business model innovation, technology leadership, investment enhancement, and talent development. Individual KPIs are prepared

disusun sesuai dengan tugas, fungsi pokok, dan tanggung jawab masing- masing anggota Direksi. Di samping itu, untuk mengukur kinerja Dewan Komisaris dan Direksi juga melalui terselenggaranya program TJSL yang dibagi ke dalam Pilar Sosial, Pilar Ekonomi, Pilar Lingkungan, serta Pilar Hukum dan Tata Kelola.

Pencapaian KPI Direksi secara kolegial dan individual dilaporkan dalam laporan berkala kepada Dewan Komisaris. Di sisi lain, perhitungan pencapaian KPI Direksi secara kolegial dan secara individual direviu oleh Kantor Akuntan Publik (KAP) yang mengaudit laporan keuangan perusahaan untuk kemudian disampaikan kepada Pemegang Saham dalam hal ini Kementerian BUMN.

Penilaian terhadap kinerja Direksi Hutama Karya diatur dalam Prosedur Nomor SP/HC/P/013 Tanggal 20 Desember 2024 tentang *Key Performance Indicator*. KPI ini menjadi salah satu alat ukur yang bertujuan untuk:

1. Memastikan pencapaian Sasaran Strategis Kinerja dan Program Perusahaan;
2. Meningkatkan efektivitas dan efisiensi pengendalian kinerja;
3. Memastikan Perusahaan beroperasi pada koridor risiko yang dapat ditoleransi yang telah ditetapkan sebelumnya;
4. Mengoptimalkan upaya kapitalisasi potensi Perusahaan;
5. Menilai kinerja secara adil.

Tahap penyusunan KPI Kolegial dimulai dari interpretasi arahan strategis dan kajian kondisi perusahaan oleh Komite KPI yang mencakup arahan pemegang saham, sasaran strategis dari visi, misi, RJPP, RKAP, serta aspirasi, dan kepentingan pemangku kepentingan internal maupun eksternal. Selanjutnya, Komite KPI menyusun KPI Kolegial dengan mengidentifikasi faktor kunci, menetapkan variabel, ukuran kinerja, perspektif, serta bobot sesuai prioritas perusahaan dalam satu tahun ke depan. KPI yang telah dirumuskan kemudian dibahas dan dikonfirmasi kepada Direksi dan Pemegang Saham, sebelum akhirnya dikoordinasikan pengesahannya dan disahkan secara resmi melalui RUPS

Penilaian Kinerja Dewan Komisaris berdasarkan Pencapaian Rencana Kerja Dewan Komisaris Penilaian Kinerja Dewan Komisaris dilaksanakan secara kolegial dan dilaporkan kepada Pemegang Saham dalam Rapat Umum Pemegang Saham (RUPS) Tahunan melalui penyampaian kinerja Dewan Komisaris yang tertuang di dalam Laporan Pengawasan Dewan Komisaris. Berdasarkan laporan tersebut, RUPS selanjutnya memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig acquit et de charge*) kepada Dewan Komisaris Perseroan atas tindakan pengawasan yang dijalankan dalam Tahun Buku yang berakhir pada akhir tahun. Sebagai bagian dalam implementasi Tata Kelola Perusahaan yang Baik yang selaras dengan Peraturan Menteri Negara BUMN PER-2/MBU/03/2023 tanggal 3 Maret 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara, Dewan Komisaris pada awal tahun telah menyusun rencana kerja tahunan Dewan Komisaris yang merupakan bagian yang tak terpisahkan dari Rencana Kerja dan Anggaran Perusahaan (RKAP). Dewan Komisaris melakukan penilaian atas kinerja Dewan Komisaris selama tahun 2025 dengan menggunakan metode penilaian sendiri

based on the duties, functions, and responsibilities of each Director. In addition, the performance of the Board of Commissioners and the Board of Directors is also evaluated through the implementation of the Corporate Social and Environmental Responsibility (TJSL) program, which is organized into four pillars: the Social Pillar, Economic Pillar, Environmental Pillar, and Legal and Governance Pillar.

The achievement of both collegial and individual KPIs is reported periodically to the Board of Commissioners. Furthermore, the calculation of KPI achievement for both collegial and individual levels is reviewed by the Public Accounting Firm (KAP) that audits the Company's financial statements and is subsequently reported to the Shareholder, in this case the Ministry of SOEs.

The assessment of the performance of the Board of Directors of Hutama Karya is governed under Procedure Number SP/HC/P/013 dated December 20, 2024 concerning Key Performance Indicators. These KPIs serve as one of the measurement instruments aimed at:

1. Ensuring the achievement of Strategic Performance Targets and Company Programs;
2. Enhancing the effectiveness and efficiency of performance control;
3. Ensuring that the Company operates within the previously established acceptable risk tolerance corridor;
4. Optimizing efforts to capitalize on the Company's potential; and
5. Conducting performance assessments in a fair manner.

The preparation stage of the Collegial KPI commences with the interpretation of strategic directives and an assessment of the Company's condition by the KPI Committee, which includes directives from shareholders, strategic objectives derived from the vision, mission, Long-Term Corporate Plan (RJPP), Work Plan and Budget (RKAP), as well as the aspirations and interests of both internal and external stakeholders. Subsequently, the KPI Committee formulates the Collegial KPI by identifying key factors, determining variables, performance measures, perspectives, and weightings in accordance with the Company's priorities for the upcoming year. The formulated KPIs are then discussed and confirmed with the Board of Directors and Shareholders, prior to being coordinated for ratification and formally approved through the General Meeting of Shareholders.

Performance Assessment of the Board of Commissioners Based on the Achievement of the Board of Commissioners' Work Plan The performance assessment of the Board of Commissioners is conducted on a collegial basis and reported to the Shareholders at the Annual General Meeting of Shareholders (AGM) through the submission of the Board of Commissioners' performance as outlined in the Board of Commissioners' Supervisory Report. Based on such report, the AGM subsequently grants full release and discharge (volledig acquit et de charge) to the Board of Commissioners for the supervisory actions performed during the financial year ending at year-end. As part of the implementation of Good Corporate Governance aligned with the Regulation of the Minister of State-Owned Enterprises PER-2/MBU/03/2023 dated 3 March 2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises, the Board of Commissioners at the beginning of the year prepares an annual work plan, which forms an integral part of the Company's Work Plan and Budget (RKAP). The Board of Commissioners conducts its performance assessment for the year

(*self assessment*) dan dilaporkan kepada Pemegang Saham dalam Rapat Umum Pemegang Saham Tahunan. Guna mengevaluasi kinerja Dewan Komisaris dan Direksi sepanjang tahun berjalan dengan tingkat akuntabilitas yang tinggi, kinerja Dewan Komisaris dan Direksi dinilai setiap tahun menggunakan empat kriteria, di antaranya penilaian diri (*self assessment*), indikator kinerja utama atau KPI dan tingkat kesehatan perusahaan, serta berdasarkan pertanggungjawaban laporan tahunan dan laporan keuangan tahunan perusahaan.

Penilaian kinerja Dewan Komisaris dan Direksi secara rinci telah disampaikan pada Bab Tata Kelola Perusahaan dalam Laporan Tahunan Hutama Karya tahun 2025.

2025 using a self-assessment method and reports the results to the Shareholders at the Annual General Meeting of Shareholders. To evaluate the performance of the Board of Commissioners and the Board of Directors throughout the reporting year with a high level of accountability, performance is assessed annually using four criteria, namely self-assessment, Key Performance Indicators (KPI) and the Company's health level, as well as the accountability of the annual report and annual financial statements of the Company.

Detailed performance assessments of the Board of Commissioners and the Board of Directors are presented in the Corporate Governance chapter of Hutama Karya's 2025 Annual Report.

Kebijakan Remunerasi [GRI 2-19, GRI 2-20, GRI 2-21]
Remuneration Policy

Hutama Karya telah menjalankan kebijakan pemberian remunerasi dan fasilitas lainnya kepada Dewan Komisaris dan Direksi. Hutama Karya memiliki kebijakan penetapan remunerasi Dewan Komisaris dan Direksi yang mencakup mulai dari prosedur pengusulan hingga dengan penetapan remunerasi. Adapun prosedurnya adalah sebagai berikut:

1. Besaran remunerasi untuk Dewan Komisaris dan Direksi telah diatur di dalam Peraturan Menteri Badan Usaha Milik Negara Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN.
2. Besaran remunerasi untuk Dewan Komisaris dan Direksi diusulkan oleh Dewan Komisaris kepada Pemegang Saham.
3. Penetapan remunerasi Direksi dilakukan oleh RUPS/Menteri setiap tahun.

Penetapan struktur Remunerasi bagi Direksi dan Dewan Komisaris mengacu pada Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia BUMN. Sesuai dengan *BOC Charter*, indikator penetapan atas remunerasi bagi Dewan Komisaris mempertimbangkan skala usaha, kompleksitas usaha, tingkat inflasi, kondisi, dan kemampuan keuangan perseroan, faktor-faktor lain yang relevan, termasuk tingkat penghasilan yang berlaku umum dalam industri sejenis, dan tidak boleh bertentangan dengan peraturan perundang-undangan. Di samping itu, pemberian remunerasi juga senantiasa mempertimbangkan kriteria KPI Kolegial yang mencakup nilai ekonomi dan sosial untuk Indonesia. Proses penetapan remunerasi diawasi oleh Komite Nominasi dan Remunerasi yang diketuai oleh Komisaris Independen.

Di samping itu, KPI Direksi dan Dewan Komisaris, diturunkan dan diintegrasikan ke dalam KPI manajemen senior sebagai dasar dalam penilaian kinerja dan pemberian remunerasi pada tahun berjalan.

Selain remunerasi, anggota Dewan Komisaris menerima bonus kinerja berupa tantiem atau insentif kinerja yang bersifat variabel, sedangkan Direksi menerima tunjangan dan tantiem yang bersifat variabel. Penentuan bonus kinerja mempertimbangkan faktor

Hutama Karya has implemented a policy for providing remuneration and other facilities to the Board of Commissioners and the Board of Directors. The Company has established a remuneration determination policy that covers the procedures from proposal submission to final approval of remuneration. The procedures are as follows:

1. The remuneration level for the Board of Commissioners and the Board of Directors is regulated under the Minister of State-Owned Enterprises Regulation No. PER-3/MBU/03/2023 concerning SOE Organs and Human Resources.
2. The remuneration level for the Board of Commissioners and the Board of Directors is proposed by the Board of Commissioners to the Shareholder.
3. The determination of remuneration for the Board of Directors is decided annually by the GMS/Minister.

The determination of remuneration structure for both the Board of Directors and the Board of Commissioners refers to Minister of SOE Regulation No. PER-3/MBU/03/2023. In accordance with the Board of Commissioners Charter, remuneration considerations include business scale, business complexity, inflation rate, the Company's financial condition and capability, and other relevant factors, including industry-standard compensation levels, and must comply with applicable regulations. In addition, remuneration also considers collegial KPI criteria that include economic and social value for Indonesia. The remuneration determination process is supervised by the Nomination and Remuneration Committee chaired by an Independent Commissioner.

In addition, the Key Performance Indicators (KPIs) of the Board of Directors and the Board of Commissioners are cascaded and integrated into the KPIs of senior management, serving as the basis for performance evaluation and remuneration determination during the reporting year.

In addition to remuneration, members of the Board of Commissioners receive performance bonuses in the form of tantiem or variable performance incentives, while the Board of Directors receives allowances and variable tantiem. The determination of performance

pencapaian target, KPI, tingkat kesehatan Perseroan, kemampuan keuangan, dan faktor-faktor lain yang relevan. Informasi terkait remunerasi yang diberikan kepada Dewan Komisaris dan Direksi secara rinci disampaikan pada bagian Tata Kelola Perusahaan di Laporan Tahunan Hutama Karya tahun 2025.

bonuses considers achievement of targets, Key Performance Indicators (KPIs), the Company's health level, financial capacity, and other relevant factors. Detailed information regarding remuneration granted to the Board of Commissioners and the Board of Directors is disclosed in the Corporate Governance section of Hutama Karya's 2025 Annual Report.

Dewan Komisaris dan Direksi juga menerima bonus kinerja berupa tantiem atau insentif kinerja yang bersifat variabel, dilakukan dengan mempertimbangkan faktor pencapaian target, KPI, tingkat kesehatan Perseroan, dan kemampuan keuangan, serta faktor-faktor lain yang relevan (*merit system*) yang berlaku umum dalam industri yang sejenis. Perseroan tidak memiliki kebijakan untuk memberikan *sign on bonus*, pembayaran pemutusan hubungan kerja, dan *clawbacks*.

Members of the Board of Commissioners and the Board of Directors also receive performance bonuses in the form of tantiem or variable performance incentives, determined by considering target achievement, KPIs, the Company's health level, financial capacity, and other relevant factors (merit system) commonly applied in similar industries. The Company does not have a policy of providing sign-on bonuses, termination payments, or clawbacks.

Hasil keputusan RUPS tahun buku 2024 yang diselenggarakan tahun 2025 terkait remunerasi telah disampaikan pada bagian Tata Kelola Perusahaan dalam Laporan Tahunan Hutama Karya tahun 2025.

Decisions of the 2024 financial year GMS held in 2025 regarding remuneration have been presented in the Corporate Governance section of Hutama Karya's 2025 Annual Report.

Struktur Remunerasi Dewan Komisaris dan Direksi
Remuneration Structure of the Board of Commissioners and the Board of Directors

Struktur Remunerasi Dewan Komisaris Remuneration Structure of the Board of Commissioners		**Struktur Remunerasi Direksi** Remuneration Structure of the Board of Directors	
Honorarium Dewan Komisaris Honorarium Komisaris Utama sebesar 45% dari DirekturUtama. Wakil Komisaris Utama sebesar 42,5% dari Direktur Utama. Anggota Dewan Komisaris sebesar 90% dari Komisaris Utama	**Honorarium of the Board of Commissioners** Chairman of the Board of Commissioners: 45% of the President Director Vice Chairman of the Board of Commissioners: 42.5% of the President Director Member of the Board of Commissioners: 90% of the President Commissioners	**Gaji Direksi** Gaji Direktur Utama sebesar 100% Wakil Direktur Utama sebesar 90% (dari Direktur Utama) Anggota Direksi sebesar 85% (dari Direktur Utama)	**Salary of the Board of Directors** President Director's salary is set at 100%. Vice President Director's salary is set at 90% (of President Director's salary). Board of Directors' members' salaries are set at 85% (of President Director's salary).
Tunjangan Dewan Komisaris Tunjangan hari raya Tunjangan transportasi Asuransi purna jabatan	**Allowances of the Board of Commissioners** Holiday allowance Transportation allowance Post-employment insurance	**Tunjangan Direksi** Tunjangan hari raya. Tunjangan perumahan Asuransi purna jabatan	**Allowances of the Board of Directors** Holiday allowance Housing allowance Post-employment insurance
Fasilitas Dewan Komisaris Fasilitas Kesehatan Fasilitas bantuan hukum	**Facilities of the Board of Commissioners** Health facilities Legal assistance facilities	**Fasilitas Direksi** Fasilitas Kendaraan Fasilitas Kesehatan Fasilitas bantuan hukum	**Facilities of the Board of Directors** Vehicle facilities Health facilities Legal assistance facilities
Tantiem/Insentif Kinerja Dewan Komisaris Jangka Panjang (*Long Term Incentive*)	**Performance Incentives / Tantiem of the Board of Commissioners** Long-Term Incentive (LTI)	**Tantiem/Insentif Kinerja Direksi** Jangka Panjang (*Long Term Incentive)*	**Performance Incentives / Tantiem of the Board of Directors** Long-Term Incentive (LTI)

Pada tahun 2025, jumlah remunerasi Dewan Komisaris dan Direksi paling rendah adalah Rp1.902.285.000 dan Rp2.840.000.000 secara berturut-turut. Di samping itu, remunerasi Direksi dengan manajemen senior (pejabat satu level di bawah Direksi) memiliki perbandingan 3,06:1. Penetapan perbandingan remunerasi ini dinilai menggunakan aspek pencapaian kinerja keberlanjutan Perseroan. Informasi detail lebih lanjut mengenai kebijakan remunerasi dan perhitungan remunerasi Dewan Komisaris dan Direksi disajikan dalam Laporan Tahunan Perseroan 2025.

In 2025, the lowest total remuneration of the Board of Commissioners and the Board of Directors amounted to IDR 1,902,285,000 and IDR 2,840,000,000, respectively. In addition, the remuneration ratio between the Board of Directors and senior management (one level below the Board of Directors) was 3.06:1. This remuneration ratio is determined based on the Company's sustainability performance achievements. Further detailed information regarding the remuneration policy and calculation of remuneration for the Board of Commissioners and the Board of Directors is presented in the Company's 2025 Annual Report.

Selain itu, Perseroan juga melaporkan rasio total kompensasi Direksi dengan rata-rata kompensasi karyawan. Total kompensasi karyawan merupakan jumlah dari seluruh kompensasi yang diterima oleh karyawan. Adapun rincian disajikan sebagai berikut

In addition, the Company also reports the ratio of total Directors' compensation to the average employee compensation. Total employee compensation refers to the aggregate of all compensation received by employees. The detailed breakdown is presented as follows.

Uraian Description	Total
Kompensasi total tahunan untuk individu dengan bayaran tertinggi di perusahaan Total annual compensation for the highest-paid individual in the Company	14.319.628.226
Nilai tengah total kompensasi tahunan untuk semua karyawan perusahaan kecuali individu dengan bayaran tertinggi Median of total annual compensation for all employees excluding the highest-paid individual in the Company	181.439.063.109
Rasio kompensasi total tahunan untuk individu dengan bayaran tertinggi dengan nilai tengah total kompensasi tahunan untuk semua karyawan perusahaan kecuali individu dengan bayaran tertinggi Ratio of total annual compensation for the highest-paid individual to the median total annual compensation for all employees excluding the highest-paid individua	7,89% (1:7,89)
Peningkatan persentase dalam kompensasi total tahunan untuk individu dengan bayaran tertinggi di perusahaan Percentage increase in total annual compensation for the highest-paid individual in the Company	0,00%
Peningkatan persentase nilai tengah total kompensasi tahunan untuk semua karyawan organisasi, kecuali individu dengan bayaran tertinggi Percentage increase in median total annual compensation for all employees in the organization, excluding the highest-paid individual	1,53%

Rapat Direksi dan Dewan Komisaris
Board of Directors and Board of Commissioners Meetings

Dewan Komisaris mengadakan rapat paling sedikit setiap 1 (satu) bulan sekali, dalam rapat tersebut Dewan Komisaris dapat mengundang Direksi. Dewan Komisaris dapat mengadakan rapat sewaktu-waktu atas permintaan 1 (satu) atau beberapa Anggota Dewan Komisaris, permintaan Direksi, atau atas permintaan tertulis dari 1 (satu) atau beberapa Pemegang Saham yang mewakili sekurang-kurangnya 1/10 (satu per sepuluh) dari jumlah saham dengan hak suara, dengan menyebutkan hal-hal yang akan dibicarakan. Sedangkan, Direksi memiliki pedoman/tata tertib Rapat Direksi, sesuai dengan ketentuan perundang-undangan. Rapat Direksi wajib diadakan secara berkala, paling sedikit sekali dalam setiap bulan, dan dalam rapat tersebut Direksi dapat mengundang Dewan Komisaris/Dewan Pengawas.

The Board of Commissioners convenes meetings at least once every month, in which the Board of Commissioners may invite the Board of Directors. The Board of Commissioners may also hold meetings at any time upon the request of one or more members of the Board of Commissioners, at the request of the Board of Directors, or upon a written request from one or more Shareholders representing at least 1/10 (one-tenth) of the total voting shares, by specifying the matters to be discussed. Meanwhile, the Board of Directors has established guidelines/rules of procedure for Board of Directors meetings in accordance with the prevailing laws and regulations. Meetings of the Board of Directors are required to be held on a regular basis, at least once in every month, and in such meetings, the Board of Directors may invite the Board of Commissioners/ Supervisory Board.

Tabel Frekuensi dan Kehadiran Rapat Dewan Komisaris
Table of Meeting Frequency and Attendance of the Board of Commissioners

Nama Name	Jabatan Position	Rapat Dewan Komisaris Board of Commissioners Meetings			Rapat Gabungan Dewan Komisaris dengan Direksi Joint Meetings of Board of Commissioners and Board of Directors			RUPS GMS		
		Jumlah dan Persentasi Kehadiran Number and Percentage of Attendance			Jumlah dan Persentase Kehadiran Number and Percentage of Attendance			Jumlah dan Persentase Kehadiran Number and Percentage of Attendance		
		Jumlah Rapat Number of Meetings	Jumlah Kehadiran Attendance	Persentase Percentage	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Attendance	Persentase Percentage	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Attendance	Persentase Percentage
Yudo Margono	Komisaris Utama merangkap Komisaris Independen President Commissioner concurrently Independent Commissioner	29	28	96%	12	12	100%	2	2	100%

Nama Name	Jabatan Position	Rapat Dewan Komisaris Board of Commissioners Meetings			Rapat Gabungan Dewan Komisaris dengan Direksi Joint Meetings of Board of Commissioners and Board of Directors			RUPS GMS		
		Jumlah dan Persentasi Kehadiran Number and Percentage of Attendance			Jumlah dan Persentase Kehadiran Number and Percentage of Attendance			Jumlah dan Persentase Kehadiran Number and Percentage of Attendance		
		Jumlah Rapat Number of Meetings	Jumlah Kehadiran Attendance	Persentase Percentage	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Attendance	Persentase Percentage	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Attendance	Persentase Percentage
Muhamad Lukman Edy*	Wakil Komisaris Utama merangkap Komisaris Independen Vice President Commissioner who also serves as an Independent Commissioner	10	9	90%	5	5	100%	1	1	100%
Agung Sabar Santoso**	Komisaris Independen Independent Commissioner	26	24	92%	10	10	100%	2	2	100%
R. Wahyu Muryadi	Komisaris Independen Independent Commissioner	29	23	79%	12	11	92%	2	2	100%
Chairiah**	Komisaris Commissioner	26	25	96%	10	10	100%	2	2	100%
Susdiyarto Agus Praptono***	Komisaris Commissioner	3	3	100%	1	1	100%	1	1	100%
Iwan Suprijanto**	Komisaris Commissioner	26	22	85%	10	10	94%	2	2	100%
Siti Jamaliah Lubis****	Komisaris Independen Independent Commissioner	3	3	100%	2	2	100%	-	-	-
Mudanto Hatta****	Komisaris Independen Independent Commissioner	3	3	100%	2	2	100%	-	-	-
Essy Asiah****	Komisaris Commissioner	3	3	100%	2	2	100%	-	-	-
Andus Winarno****	Komisaris Commissioner	3	3	100%	2	2	100%	-	-	-

Keterangan:
* Berhenti menjabat sejak 14 Mei 2025
** Berhenti menjabat sejak 31 Oktober 2025
*** Berhenti menjabat sejak 7 Februari 2025
**** Mulai menjabat sejak 31 Oktober 2025

Notes:
* Resigned effective May 14, 2025
** Resigned effective October 31, 2025
*** Resigned effective February 7, 2025
**** Appointed effective October 31, 2025

Tabel Frekuensi dan Kehadiran Rapat Direksi
Table of Meeting Frequency and Attendance of the Board of Directors

Nama Name	Jabatan Position	Rapat Direksi Board of Commissioners Meetings			Rapat Gabungan Direksi dengan Dewan Komisaris Joint Meetings of Board of Commissioners and Board of Directors			RUPS GMS		
		Jumlah dan Persentasi Kehadiran Number and Percentage of Attendance			Jumlah dan Persentase Kehadiran Number and Percentage of Attendance			Jumlah dan Persentase Kehadiran Number and Percentage of Attendance		
		Jumlah Rapat Number of Meetings	Jumlah Kehadiran Attendance	Persentase Percentage	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Attendance	Persentase Percentage	Jumlah Rapat Number of Meetings	Jumlah Kehadiran Attendance	Persentase Percentage
Budi Harto*	Direktur Utama merangkap Plt. Wakil Direktur Utama President Director concurrently serving as Acting Vice President Director	21	20	95%	5	5	100%	1	1	100%
Koentjoro**	Direktur Utama President Director	51	47	92%	12	11	92%	2	2	100%
Moeharmein Zein Chaniago***	Wakil Direktur Utama Vice President Director	7	7	100%	2	2	100%	-	-	-
Agung Fajarwanto	Direktur Operasi I merangkap Direktur Operasi III Operations Director I concurrently Operations Director III	51	49	96%	11	10	83%	2	2	100%
Gunadi	Direktur Operasi II Operations Director II	51	49	96%	12	11	92%	2	2	100%
Eka Setya Adrianto	Direktur Keuangan Finance Director	51	51	100%	12	10	83%	2	2	100%
Muhammad Fauzan	Direktur Human Capital & Legal Human Capital and Legal Director	51	50	98%	12	12	100%	2	1	50%
Sugiarti	Direktur Manajemen Risiko Risk Management Director	51	49	96%	12	12	79%	2	2	100%

Keterangan:
* Menjabat s.d 5 Juni 2025
* Menjabat mulai 31 Oktober 2025
* Menjabat pada 31 Oktober 2025 – 15 Desember 2025.

Notes:
* Served until June 5, 2025
* Served starting October 31, 2025
* Served from October 31, 2025 to December 15, 2025

Penanggung Jawab Penerapan Pembangunan Berkelanjutan [OJK E.1, IFRS S1-Governance, IFRS S2-Governance]

Responsible for the Implementation of Sustainable Development

Peran Badan Tata Kelola Tertinggi dalam Mengawasi Manajemen Dampak [OJK E.1, GRI 2-9, 2-12, 2-14]

Di tahun 2025, Perseroan telah membentuk Komite Keberlanjutan (*Sustainability Committee*) sesuai Surat Keputusan Direksi PT Hutama Karya (Persero) Nomor SK-119/HK/025 tentang Pembentukan Komite Keberlanjutan. Komite Keberlanjutan terdiri dari Tim Pengarah (*Steering Committee*), *Organizing Committee, dan Technical Working Team*. *Sustainability Committee* memiliki tugas dan tanggung jawab dalam mengelola dan meninjau kinerja keberlanjutan Perseroan termasuk isu perubahan iklim. *Sustainability Committee* wajib melaporkan kinerja, isu, dan risiko keberlanjutan, termasuk perubahan iklim kepada Direksi secara berkala minimal satu bulan sekali.

Tim Pengarah yang terdiri dari Direktur Utama, Wakil Direktur Utama, Direktur Keuangan, Direktur Operasi I, Direktur Operasi II, Direktur Operasi III, Direktur Manajemen Risiko, serta Direktur Human Capital & Legal, memiliki peran strategis dalam mengembangkan, menyetujui, dan memperbarui arah, kebijakan, serta strategi keberlanjutan Perseroan termasuk target-target kinerja keberlanjutan termasuk perubahan iklim dan pencapaiannya. Pengawasan dilakukan melalui penelaahan terhadap laporan-laporan yang disampaikan oleh *Sustainability Committee*. Dalam hal ini, Tim Pengarah menetapkan program kerja *Sustainability Committee* beserta target waktu dan *output/outcome* yang diharapkan, serta memberikan arahan strategis kepada Organizing Committee terkait prioritas dan implementasi prinsip keberlanjutan/ESG.

Selain itu, Tim Pengarah (Direksi) menetapkan keputusan strategis terkait implementasi *roadmap* keberlanjutan Perseroan, termasuk keputusan lintas fungsi dan unit kerja, serta memastikan integrasi aspek keberlanjutan ke dalam strategi bisnis Perusahaan. Oleh karena itu, Perseroan senantiasa melakukan identifikasi dan pengelolaan dampak organisasi terhadap para pemangku kepentingan. Perseroan melibatkan pemangku kepentingan internal dan eksternal melalui koordinasi lintas unit kerja dalam mengidentifikasi dampak dan menyetujui topik material. Berbagai masukan yang diperoleh digunakan sebagai bahan pertimbangan dalam penyusunan kebijakan dan pengambilan keputusan strategis. Hasil dari proses identifikasi dan pengelolaan dampak tersebut menjadi dasar bagi Tim Pengarah dalam meninjau dan mengevaluasi pelaksanaan program serta melakukan penyesuaian terhadap arah kebijakan dan inisiatif keberlanjutan yang diperlukan. Selain itu, badan tata kelola tertinggi secara berkala menelaah efektivitas implementasi keberlanjutan Perseroan.

Role of the Highest Governance Body In Overseeing Impact Management [OJK E.1, GRI 2-9, 2-12, 2-14]

In 2025, the Company established the Sustainability Committee in accordance with the Decree of the Board of Directors of PT Hutama Karya (Persero) Number SK-119/HK/025 concerning the Establishment of the Sustainability Committee. The Sustainability Committee consists of the Steering Committee, Organizing Committee, and Technical Working Team. The Sustainability Committee is responsible for managing and reviewing the Company's sustainability performance, including climate change-related issues. The Sustainability Committee is required to report sustainability performance, issues, and risks, including climate change-related matters, to the Board of Directors on a regular basis, at least once every month.

The Steering Committee, comprising the President Director, Vice President Director, Director of Finance, Director of Operations I, Director of Operations II, Director of Operations III, Director of Risk Management, and Director of Human Capital & Legal, plays a strategic role in developing, approving, and updating the Company's sustainability direction, policies, and strategies, including sustainability performance targets, climate change-related targets, and their achievement. Oversight is carried out through the review of reports submitted by the Sustainability Committee. In this regard, the Steering Committee establishes the Sustainability Committee's work program, including timelines and expected outputs/outcomes, and provides strategic direction to the Organizing Committee regarding sustainability/ESG priorities and implementation.

In addition, the Steering Committee (Board of Directors) establishes strategic decisions related to the implementation of the Company's sustainability roadmap, including cross-functional and cross-departmental decisions, and ensures the integration of sustainability aspects into the Company's business strategy. Accordingly, the Company continuously identifies and manages the impacts of its operations on stakeholders. The Company engages both internal and external stakeholders through cross-functional coordination in identifying impacts and validating material topics. Inputs obtained from these engagements are used as considerations in policy formulation and strategic decision-making. The results of impact identification and management processes serve as the basis for the Steering Committee to review and evaluate program implementation and make necessary adjustments to sustainability policies and initiatives. Furthermore, the highest governance body periodically reviews the effectiveness of the Company's sustainability implementation.

Secara keseluruhan Dewan Komisaris senantiasa melakukan pengawasan terhadap implementasi keberlanjutan termasuk perubahan iklim Perseroan sebagai salah satu dari pelaksanaan tugas pengawasan dan pemberian nasihat Dewan Komisaris. *Sustainability Committee* wajib melaporkan kinerja, isu, dan risiko keberlanjutan termasuk perubahan iklim kepada Direksi secara berkala.

Perseroan senantiasa memastikan bahwa prinsip integritas dan keberlanjutan telah terinternalisasi secara substantif dalam strategi jangka panjang melalui integrasi indikator ESG ke dalam proses perencanaan korporasi. Setiap inisiatif strategis telah melalui penilaian risiko dan peluang keberlanjutan, yang meliputi analisis dampak lingkungan termasuk perubahan iklim, dan sosial, sehingga keputusan bisnis tidak hanya berorientasi pada kinerja finansial, tetapi juga pada penciptaan nilai jangka panjang. Perseroan juga memperkuat budaya integritas melalui penerapan kode etik, sistem pengendalian internal, serta mekanisme pelaporan pelanggaran (*whistleblowing system*) yang transparan dan akuntabel. Di sisi lain, penguatan kapasitas organisasi dilakukan melalui peningkatan kompetensi SDM terkait keberlanjutan dan tata kelola, serta penerapan inovasi berbasis prinsip keberlanjutan dalam proyek dan operasional. Dengan pendekatan yang terstruktur, terukur, dan adaptif ini, Perseroan mampu meningkatkan ketahanan usaha sekaligus menjaga relevansi strategi dalam merespons dinamika lingkungan bisnis yang terus berkembang, sehingga mendukung penciptaan nilai berkelanjutan bagi seluruh pemangku kepentingan.

Dewan Komisaris dan Direksi senantiasa memastikan kesiapan Perusahaan dalam memenuhi kewajiban pengungkapan keberlanjutan sesuai SPK 1 dan SPK 2 melalui penguatan pemahaman organisasi. Hal ini dilakukan dengan pembentukan tim khusus yang bertanggung jawab atas pengelolaan keberlanjutan, serta meningkatkan kapasitas SDM melalui pelatihan dan pendampingan teknis terkait standar pelaporan melalui pelaksanaan in-house training awareness ESG yang diselenggarakan pada 18 Juni 2025. Kegiatan ini merupakan bagian dari upaya Perseroan dalam memperkuat kualitas pelaporan keberlanjutan agar lebih transparan, andal, dan selaras dengan standar internasional. Kesiapan ini telah terinternalisasi dalam proses pelaporan yang mengacu pada empat pilar utama, yaitu *Governance* melalui struktur dan pengawasan yang jelas, *Strategy* melalui integrasi isu keberlanjutan ke dalam perencanaan jangka panjang, *Risk Management* melalui identifikasi dan pengelolaan risiko ESG secara sistematis, serta *Metrics & Targets* melalui penetapan indikator kinerja dan target yang terukur. Dengan pendekatan ini, Perseroan mampu menyajikan pengungkapan keberlanjutan yang kredibel, relevan, dan selaras dengan ketentuan yang berlaku.

Peran *corporate governance* di Hutama Karya diwujudkan melalui penetapan kebijakan strategis, penguatan pengendalian internal, dan penerapan prinsip *Good Corporate Governance* secara konsisten. Direksi dan Dewan Komisaris memastikan integritas menjadi dasar pengambilan keputusan, sedangkan aspek keberlanjutan diintegrasikan ke dalam perencanaan, manajemen risiko, serta operasional.

Overall, the Board of Commissioners continuously oversees the implementation of the Company's sustainability initiatives, including climate change-related matters, as part of its supervisory and advisory responsibilities. The Sustainability Committee is required to report sustainability performance, issues, and risks, including climate change-related risks, to the Board of Directors on a regular basis.

The Company continuously ensures that the principles of integrity and sustainability are substantively embedded within its long-term strategy through the integration of ESG indicators into the corporate planning process. Each strategic initiative undergoes an assessment of sustainability-related risks and opportunities, including analyses of environmental impacts, climate change-related considerations, and social impacts. As a result, business decisions are driven not only by financial performance objectives but also by the creation of long-term value. The Company also strengthens a culture of integrity through the implementation of a code of ethics, internal control systems, and a transparent and accountable whistleblowing system. In addition, organizational capacity is reinforced through the enhancement of human resource competencies in sustainability and governance, as well as the implementation of sustainability-based innovations in projects and operations. Through this structured, measurable, and adaptive approach, the Company is able to enhance business resilience while maintaining the relevance of its strategy in responding to the evolving business environment, thereby supporting sustainable value creation for all stakeholders.

The Board of Commissioners and the Board of Directors consistently ensure the Company's readiness in fulfilling sustainability disclosure obligations in accordance with SPK 1 and SPK 2 through strengthening organizational understanding. This initiative was carried out through the establishment of a dedicated team responsible for sustainability management, as well as through the enhancement of human capital capacity via training and technical assistance related to reporting standards, including the implementation of in-house ESG awareness training conducted on June 18, 2025. This activity forms part of the Company's efforts to strengthen the quality of sustainability reporting to ensure it is more transparent, reliable, and aligned with international standards. This readiness has been internalized in the reporting process, which refers to four main pillars, namely Governance through clear structure and oversight, Strategy through the integration of sustainability issues into long-term planning, Risk Management through the systematic identification and management of ESG risks, and Metrics & Targets through the establishment of measurable performance indicators and targets. Through this approach, the Company is able to present sustainability disclosures that are credible, relevant, and aligned with applicable regulations.

The role of corporate governance at Hutama Karya is realized through the establishment of strategic policies, the strengthening of internal controls, and the consistent implementation of Good Corporate Governance principles. The Board of Directors and the Board of Commissioners ensure that integrity serves as the foundation for decision-making, while sustainability aspects are integrated into planning, risk management, and operations.

Begitu pula terkait dampak isu-isu keberlanjutan termasuk perubahan iklim terhadap Perseroan, telah dilakukan peningkatan pemahaman secara konsisten, sehingga Perseroan dapat melakukan pengungkapan keberlanjutan sesuai dengan Standar Pengungkapan Keberlanjutan (SPK) 1 dan 2.

Similarly, the Company has consistently enhanced its understanding of the impacts of sustainability-related issues, including climate change, on its operations and business performance. This enables the Company to prepare sustainability disclosures in accordance with Sustainability Disclosure Standards (SDS) 1 and 2.

Delegasi Tanggung Jawab untuk Mengelola Dampak [OJK E.1, GRI 2-13]

Perseroan mendelegasikan tanggung jawab pengelolaan dampak terhadap aspek ekonomi, lingkungan, dan sosial melalui struktur Komite Keberlanjutan (*Sustainability Committee*). Dalam hal ini, Direktur Utama menunjuk *Executive Vice President* (EVP) Sekretaris Perusahaan sebagai Ketua *Organizing Committee* yang bertanggung jawab dalam mengoordinasikan pelaksanaan program keberlanjutan Perseroan. Ketua *Organizing Committee* didukung oleh berbagai unit kerja terkait yang berperan dalam mengimplementasikan inisiatif keberlanjutan sesuai dengan fungsi masing-masing, sehingga tanggung jawab pengelolaan dampak juga terdistribusi kepada karyawan di berbagai lini organisasi. Adapun struktur Sustainability Committee sebagai berikut.

Delegation of Responsibility for Impact Management [OJK E.1, GRI 2-13]

The Company delegates responsibility for managing impacts on economic, environmental, and social aspects through the Sustainability Committee structure. In this regard, the President Director appoints the Executive Vice President (EVP) Corporate Secretary as Chair of the Organizing Committee, who is responsible for coordinating the implementation of the Company's sustainability programs. The Chair of the Organizing Committee is supported by various relevant work units that play a role in implementing sustainability initiatives in accordance with their respective functions, thereby ensuring that responsibility for impact management is also distributed across employees at various levels of the organization. The structure of the Sustainability Committee is as follows.

Struktur Sustainability Committee
Sustainability Committee Structure

No	Nama Name		Jabatan dalam Tim Position in the Team	
I	**Tim Pengarah (*Steering Committee*)** **Steering Committee**			
1.	Direktur Utama	President Director	Ketua	Chairman
2.	Wakil Direktur Utama	Vice President Director	Wakil Ketua	Vice Chairman
3.	Direktur Keuangan	Finance Director	Anggota	Member
4.	Direktur Operasi I	Director of Operations I	Anggota	Member
5.	Direktur Operasi II	Director of Operations II	Anggota	Member
6.	Direktur Operasi III	Director of Operations III	Anggota	Member
7.	Direktur Manajemen Risiko	Risk Management Director	Anggota	Member
8.	Direktur *Human Capital & Legal*	*Human Capital and Legal Director*	Anggota	Member
II	**Organizing Committee** **Organizing Committee**			
1.	EVP Sekretaris Perusahaan	EVP Corporate Secretary	Ketua	Chairman
2.	EVP Divisi QHSSE	EVP QHSSE Division	Wakil Ketua	Vice Chairman
3.	EVP Divisi Corporate Planning	EVP Corporate Planning Division	Anggota	Member
4.	EVP Divisi Akuntansi & Keuangan	EVP Accounting and Finance Division	Anggota	Member
5.	EVP Divisi Pengelolaan Risiko	EVP Risk Management Division	Anggota	Member
6.	EVP Divisi Sistem & Kepatuhan	EVP Systems and Compliance Division	Anggota	Member
7.	EVP Divisi Human Capital	EVP Human Capital Division	Anggota	Member
8.	EVP Divisi Legal	EVP Legal Division	Anggota	Member
9.	EVP Divisi Pengembangan Bisnis & Manajemen Portofolio	EVP Business Development and Portfolio Management Division	Anggota	Member
10.	EVP Divisi Engineering & TI	EVP Engineering and IT Division	Anggota	Member
11.	EVP Divisi Sipil Umum	EVP General Civil Division	Anggota	Member
12.	EVP Divisi Gedung	EVP Building Division	Anggota	Member
13.	EVP Divisi EPC	EVP EPC Division	Anggota	Member

No	Nama Name		Jabatan dalam Tim Position in the Team	
14.	EVP Divisi Perencanaan Jalan Tol	EVP Toll Road Planning Division	Anggota	Member
15.	EVP Divisi Pembangunan Jalan Tol	EVP Toll Road Development Division	Anggota	Member
16.	EVP Divisi Operasi & Pemeliharaan Jalan Tol	EVP Toll Road Operation and Maintenance Division	Anggota	Member
17.	Kepala Unit Pengadaan	Head of Procurement Unit	Anggota	Member
III	**Technical Working Group** **Technical Working Group**			
A.	**BIDANG LINGKUNGAN :** **ENVIRONMENTAL:**			
1.	VP Bagian HSSE (Divisi QHSSE)	VP HSSE Unit (QHSSE Division)	Ketua	Chairman
2.	VP Bagian Manajemen Risiko & Kontrak (Divisi Sipil Umum)	VP Risk Management and Contract Unit (General Civil Division)	Anggota	Member
3.	VP Bagian Manajemen Risiko & Kontrak (Divisi Gedung)	VP Risk Management and Contract Unit (Building Division)	Anggota	Member
4.	VP Manajemen Risiko & Kontrak (Divisi EPC)	VP Risk Management and Contract Unit (EPC Division)	Anggota	Member
5.	VP Manajemen Risiko & Kontrak (Divisi Pembangunan Jalan Tol)	VP Risk Management and Contract Unit (Toll Road Development Division)	Anggota	Member
6.	VP Manajemen Risiko & Kontrak (Divisi Operasi & Pemeliharaan Jalan Tol)	VP Risk Management and Contract Unit (Toll Road Operation and Maintenance Division)	Anggota	Member
B.	**BIDANG SOSIAL :** **SOCIAL:**			
1.	Kepala Unit TJSL (Sekretaris Perusahaan)	Head of TJSL Unit (Corporate Secretary Division)	Ketua	Chairman
2.	VP Bagian Operasi HC (Divisi Human Capital)	VP Human Capital Operations Unit (Human Capital Division)	Anggota	Member
3.	Kepala Unit Center of Excellence (Divisi Human Capital)	Head of Center of Excellence Unit (Human Capital Division)	Anggota	Member
C.	**BIDANG TATA KELOLA :** **GOVERNANCE:**			
1.	VP Bagian Tata Kelola Perusahaan & General Affair (Sekretaris Perusahaan)	VP Corporate Governance and General Affairs Unit (Corporate Secretary Division)	Ketua	Chairman
2.	VP Bagian Kepatuhan (Divisi Sistem & Kepatuhan)	VP Compliance Unit (Systems and Compliance Division)	Anggota	Member

Adapun tugas dan tanggung jawab Sustainability Committee sebagai berikut:

1. Tim Pengarah *(Steering Committee)*:
   a. Menetapkan program kerja Komite Keberlanjutan beserta target waktu dan *output/outcome* keberlanjutan perusahaan;
   b. Memberikan arahan strategis kepada *Organizing Committee* terkait kebijakan, prioritas, dan arah perusahaan dalam penerapan prinsip keberlanjutan/ESG;
   c. Menetapkan keputusan strategis terkait implementasi *roadmap* keberlanjutan PT Hutama Karya (Persero), termasuk hal-hal yang memerlukan persetujuan Direksi atau keputusan bersama lintas bidang/unit kerja di perusahaan dan anak perusahaan.

2. Organizing Committee:
   a. Mengevaluasi usulan program kerja dari *Core Workstream* dan mengusulkannya kepada Tim Pengarah untuk ditetapkan;
   b. Melakukan evaluasi dan pemantauan atas implementasi program keberlanjutan/ESG di seluruh unit kerja dan anak perusahaan;

The duties and responsibilities of the Sustainability Committee are as follows:

1. Steering Committee:
   a. Establish the Sustainability Committee work program, including timelines and expected sustainability outputs/outcomes for the Company;
   b. Provide strategic direction to the Organizing Committee regarding policies, priorities, and the Company's direction in implementing sustainability/ESG principles;
   c. Determine strategic decisions related to the implementation of PT Hutama Karya (Persero)'s sustainability roadmap, including matters requiring Board of Directors approval or joint decisions across business functions/units within the Company and its subsidiaries.

2. Organizing Committee:
   a. Evaluate proposed work programs from the Core Workstream and submit them to the Steering Committee for approval;
   b. Conduct evaluation and monitoring of the implementation of sustainability/ESG programs across all business units and subsidiaries;

c. Merekomendasikan konsep keputusan strategis kepada Tim Pengarah terkait pelaksanaan inisiatif keberlanjutan, termasuk pengelolaan risiko ESG, kepatuhan, dan pencapaian target kinerja keberlanjutan;

d. Memberikan arahan/keputusan terkait pelaksanaan program keberlanjutan PT Hutama Karya (Persero), atas hal-hal yang menjadi lingkup kewenangan komite sesuai ketentuan perusahaan.

3. Technical Working Team :

a. Menyusun program kerja keberlanjutan/ESG dan mengusulkannya kepada *Organizing Committee*;
b. Melakukan koordinasi dengan unit kerja, anak perusahaan, dan pihak terkait lainnya dalam implementasi program keberlanjutan perusahaan;
c. Mengimplementasikan program keberlanjutan yang telah disetujui, termasuk pengumpulan data, pemantauan KPI ESG, penilaian risiko, dan pelaporan progres;
d. Melaporkan kepada *Organizing Committee* mengenai pelaksanaan program keberlanjutan, termasuk hal-hal yang memerlukan arahan/keputusan lebih lanjut dari *Organizing Committee*;
e. Menunjuk dan/atau menggunakan konsultan, narasumber, dan tim pendukung lainnya sesuai kebutuhan untuk mendukung kelancaran pelaksanaan program, atas persetujuan Ketua komite;
f. Melaksanakan tugas-tugas lain terkait implementasi pilar keberlanjutan *(Environment, Social, Governance)*, termasuk penyusunan laporan keberlanjutan tahunan *(Sustainability Report)*, pemenuhan regulasi/regulator, dan dukungan kepada unit kerja dalam penerapan kebijakan keberlanjutan.

Sustainability Committee senantiasa melaporkan implementasi kinerja keberlanjutan kepada Direksi secara berkala minimal satu bulan sekali. Selain itu, pelaporan juga dapat dilakukan sewaktu-waktu sesuai kebutuhan, terutama dalam hal terdapat isu strategis atau risiko signifikan yang memerlukan perhatian manajemen.

Pengembangan Kompetensi Terkait Pembangunan Berkelanjutan [OJK E.2, GRI 2-17]

Perseroan senantiasa memberikan kesempatan bagi insan Perseroan untuk meningkatkan kompetensi di bidang keberlanjutan, khususnya terkait perubahan iklim. Perseroan telah memberikan pelatihan pada Dewan Komisaris, Direksi, dan Unit Kerja. Kegiatan pelatihan bagi Anggota Direksi tercantum dalam Rencana Kerja dan Anggaran Perseroan. Pelaksanaan pelatihan bagi Anggota Dewan Komisaris direalisasikan sesuai dengan Rencana Kerja Dewan Komisaris. Adapun kegiatan pelatihan selama tahun 2025 sebagai berikut.

c. Provide recommendations on strategic decision concepts to the Steering Committee related to the implementation of sustainability initiatives, including ESG risk management, compliance, and achievement of sustainability performance targets;
d. Provide direction/decisions on the implementation of PT Hutama Karya (Persero)'s sustainability programs within the scope of authority of the committee in accordance with Company regulations.

3. Technical Working Team :

a. Develop sustainability/ESG work programs and submit them to the Organizing Committee;
b. Coordinate with business units, subsidiaries, and other relevant parties in implementing the Company's sustainability programs;
c. Implement approved sustainability programs, including data collection, ESG KPI monitoring, risk assessment, and progress reporting;
d. Report to the Organizing Committee on the implementation of sustainability programs, including matters requiring further direction/decision from the Organizing Committee;
e. Appoint and/or engage consultants, resource persons, and other supporting teams as needed to ensure smooth implementation of programs, subject to approval by the Committee Chair;
f. Carry out other tasks related to the implementation of sustainability pillars (Environmental, Social, Governance), including preparation of the annual Sustainability Report, compliance with regulations/regulators, and support to business units in implementing sustainability policies.

The Sustainability Committee regularly reports the implementation and performance of sustainability initiatives to the Board of Directors, at least once every month. In addition, reporting may also be conducted at any time as needed, particularly in the event of strategic issues or significant risks requiring management attention.

Development of Competencies Related to Sustainable Development [OJK E.2, GRI 2-17]

The Company continuously provides opportunities for its employees to enhance their competencies in the field of sustainability, particularly with respect to climate change-related matters. The Company has conducted training programs for the Board of Commissioners, the Board of Directors, and Work Units. Training activities for members of the Board of Directors are stipulated in the Company's Work Plan and Budget, while the implementation of training for members of the Board of Commissioners is carried out in accordance with the Board of Commissioners' Work Plan. The training activities conducted throughout 2025 are as follows.

Tabel Pengembangan Kompetensi Pembangunan Berkelanjutan bagi Dewan Komisaris
Table of Sustainable Development Competency Development for the Board of Commissioners

Nama dan Jabatan Name and Position	Jenis Pendidikan dan Pelatihan Type of Education and Training	Materi Pendidikan dan Pelatihan Training Materials	Tempat/Tanggal Location/Date	Penyelenggara Organizer
Yudo Margono	Komisaris Utama merangkap Komisaris Independen President Commissioner who also serves as an Independent Commissioner	Managerial & Business Training / GRC Summit 2025 - Seminar & Masterclass Managerial & Business Training / GRC Summit 2025 - Seminar & Masterclass	Yogyakarta, 21 - 22 Agustus 2025 Yogyakarta, August 21–22, 2025	Asosiasi GRC, Perkumpulan Profesional Governansi Indonesia, IRMAPA, ICoPI, dan IPACA Association of GRC, Indonesian Governance Professionals Association, IRMAPA, ICoPI, and IPACA
Muhamad Lukman Edy	Wakil Komisaris Utama merangkap Komisaris Independen Vice President Commissioner who also serves as an Independent Commissioner	Strategic Discussion Forum & Critical Business Insight "Business Growth Through Merger, Acquisition & Strategic Alliances" Strategic Discussion Forum & Critical Business Insight "Business Growth Through Merger, Acquisition & Strategic Alliances"	Jakarta, 21 Maret 2025 Jakarta, March 21, 2025	The Indonesia Capital Market Institute (TICMI) The Indonesia Capital Market Institute (TICMI)
Agung Sabar Santoso	Komisaris Independen Independent Commissioner	Managerial & Business Training / GRC Summit 2025 - Seminar & Masterclass Managerial & Business Training / GRC Summit 2025 - Seminar & Masterclass	Yogyakarta, 21 - 22 Agustus 2025 Yogyakarta, August 21–22, 2025	Asosiasi GRC, Perkumpulan Profesional Governansi Indonesia, IRMAPA, ICoPI, dan IPACA Association of GRC, Indonesian Governance Professionals Association, IRMAPA, ICoPI, and IPACA
Chairiah	Komisaris Commissioner	Corporate Law for Executive "Aspek Hukum dalam Pengelolaan Korporasi BUMN" Corporate Law for Executives "Legal Aspects in the Management of State-Owned Enterprises (SOEs)"	Jakarta, 15 - 16 Mei 2025 Jakarta, May 15–16, 2025	The Indonesia Capital Market Institute (TICMI) The Indonesia Capital Market Institute (TICMI)
		Managerial & Business Training / Professional Auditor Forum ("GRC Career Hack") Managerial & Business Training / Professional Auditor Forum ("GRC Career Hack")	*Virtual class*, 28 Mei 2025 Virtual class, May 28, 2025	The Institute of Internal Auditors (IIA) Indonesia The Institute of Internal Auditors (IIA) Indonesia
		Managerial & Business Training / GRC Summit 2025 - Seminar & Masterclass Managerial & Business Training / GRC Summit 2025 - Seminar & Masterclass	Yogyakarta, 21 - 22 Agustus 2025 Yogyakarta, August 21–22, 2025	Asosiasi GRC, Perkumpulan Profesional Governansi Indonesia, IRMAPA, ICoPI, dan IPACA Association of GRC, Indonesian Governance Professionals Association, IRMAPA, ICoPI, and IPACA
		The New Special Directorship Program "Governance Strategies – Managing Corporate Risk in a Volatile World" The New Special Directorship Program "Governance Strategies – Managing Corporate Risk in a Volatile World"	Bandung, 29 - 30 Oktober 2025 Bandung, October 29–30, 2025	Indonesian Institute for Corporate Directorship (IICD) Indonesian Institute for Corporate Directorship (IICD)
Iwan Suprijanto	Komisaris Commissioner	The New Special Directorship Program "Governance Strategies – Managing Corporate Risk in a Volatile World" The New Special Directorship Program "Governance Strategies – Managing Corporate Risk in a Volatile World"	Bandung, 29 - 30 Oktober 2025 Bandung, October 29–30, 2025	Indonesian Institute for Corporate Directorship (IICD) Indonesian Institute for Corporate Directorship (IICD)
R. Wahyu Muryadi	Komisaris Independen Independent Commissioner	Managerial & Business Training / GRC Summit 2025 - Seminar & Masterclass Managerial & Business Training / GRC Summit 2025 - Seminar & Masterclass	Yogyakarta, 21 - 22 Agustus 2025 Yogyakarta, August 21–22, 2025	Asosiasi GRC, Perkumpulan Profesional Governansi Indonesia, IRMAPA, ICoPI, dan IPACA Association of GRC, Indonesian Governance Professionals Association, IRMAPA, ICoPI, and IPACA
		The New Special Directorship Program "Governance Strategies – Managing Corporate Risk in a Volatile World" The New Special Directorship Program "Governance Strategies – Managing Corporate Risk in a Volatile World"	Bandung, 29 - 30 Oktober 2025 Bandung, October 29–30, 2025	Indonesian Institute for Corporate Directorship (IICD) Indonesian Institute for Corporate Directorship (IICD)

Tabel Pengembangan Kompetensi Pembangunan Berkelanjutan bagi Direksi
Table of Sustainable Development Competency Development for the Board of Directors

Nama dan Jabatan Name and Position	**Jenis Pendidikan dan Pelatihan** Type of Education and Training	**Materi Pendidikan dan Pelatihan** Training Materials	**Tempat/Tanggal** Location/Date	**Penyelenggara** Organizer
Koentjoro	Direktur Utama President Director	GRC Summit 2025 - Seminar & Masterclass GRC Summit 2025 - Seminar & Masterclass	21 - 22 Agustus 2025 August 21–22, 2025	Asosiasi GRC, Perkumpulan Profesional Governansi Indonesia, IRMAPA, ICoPI, dan IPACA Association of GRC, Indonesian Governance Professionals Association, IRMAPA, ICoPI, and IPACA
		Seminar "*Reinforcing Internal Capabilities for Strategizing HK Group's Business*" Seminar "Reinforcing Internal Capabilities for Strategizing HK Group's Business"	19 Agustus 2025 August 19, 2025	MarkPlus Institute MarkPlus Institute
		Perkumpulan Ahli Dewan Sengketa Indonesia (PADSK) Society of Construction Law Indonesia (SCLI) International Conference 2025 Indonesian Dispute Board Association (PADSK) Society of Construction Law Indonesia (SCLI) International Conference 2025	07 - 08 Agustus 2025 August 7–8, 2025	Perkumpulan Ahli Dewan Sengketa Indonesia (PADSK) Indonesian Dispute Board Association (PADSK)
Agung Fajarwanto	Direktur Operasi I merangkap Plt. Direktur Operasi III Director of Operations I concurrently serves as Acting Director of Operations III	Conference in China for Semarang-Demak Toll Road & Potential Projects Cooperation Conference in China for Semarang-Demak Toll Road & Potential Projects Cooperation	22 - 27 Juli 2025 July 22–27, 2025	Beijing Urban Construction Group Co., Ltd Beijing Urban Construction Group Co., Ltd
		GRC Summit 2025 - Seminar & Masterclass GRC Summit 2025 - Seminar & Masterclass	21 - 22 Agustus 2025 August 21–22, 2025	Asosiasi GRC, Perkumpulan Profesional Governansi Indonesia, IRMAPA, ICoPI, dan IPACA Association of GRC, Indonesian Governance Professionals Association, IRMAPA, ICoPI, and IPACA
		Seminar "*Reinforcing Internal Capabilities for Strategizing HK Group's Business*" Seminar "Reinforcing Internal Capabilities for Strategizing HK Group's Business"	19 Agustus 2025 August 19, 2025	MarkPlus Institute MarkPlus Institute
Eka Setya Adrianto	Direktur Keuangan Finance Director	CBDO Program: Global Class Session with INSEAD Business School CBDO Program: Global Class Session with INSEAD Business School	20 Agustus - 19 September 2025 August 20 – September 19, 2025	PT Danantara Asset Management (Persero) PT Danantara Asset Management (Persero)
		CBDO Program: Global Class Session with IESE Business School CBDO Program: Global Class Session with IESE Business School	07 - 16 Agustus 2025 August 7–16, 2025	PT Danantara Asset Management (Persero) PT Danantara Asset Management (Persero)
		Chief Business Development (CBDO) Executive Program Chief Business Development (CBDO) Executive Program	13 Agustus 2025 August 13, 2025	PT Danantara Asset Management (Persero) PT Danantara Asset Management (Persero)
		Seminar "*Reinforcing Internal Capabilities for Strategizing HK Group's Business*" Seminar "Reinforcing Internal Capabilities for Strategizing HK Group's Business"	19 Agustus 2025 August 19, 2025	MarkPlus Institute MarkPlus Institute
Gunadi	Direktur Operasi II Operations Director II	Seminar "*Reinforcing Internal Capabilities for Strategizing HK Group's Business*" Seminar "Reinforcing Internal Capabilities for Strategizing HK Group's Business"	19 Agustus 2025 August 19, 2025	MarkPlus Institute MarkPlus Institute
M. Fauzan	Direktur *Human Capital* & Legal Human Capital and Legal Director	Seminar "*Reinforcing Internal Capabilities for Strategizing HK Group's Business*" Seminar "Reinforcing Internal Capabilities for Strategizing HK Group's Business"	19 Agustus 2025 August 19, 2025	MarkPlus Institute MarkPlus Institute

Nama dan Jabatan Name and Position	**Jenis Pendidikan dan Pelatihan** Type of Education and Training	**Materi Pendidikan dan Pelatihan** Training Materials	**Tempat/Tanggal** Location/Date	**Penyelenggara** Organizer
Sugiarti	Direktur Manajemen Risiko Risk Management Director	Double Certification Program: Advanced GRC Certification for Executives (GRCE) & ESG Certification Double Certification Program: Advanced GRC Certification for Executives (GRCE) & ESG Certification	23 - 24 Januari 2025 January 23–24, 2025	Indonesia Training Institute & Consulting Services (INTRINSICS) Indonesia Training Institute & Consulting Services (INTRINSICS)
		Double Certification Program: GRCE & ESG Certification Double Certification Program: GRCE & ESG Certification	24 - 24 Januari 2025 January 24-24, 2025	Indonesia Training Institute & Consulting Services (INTRINSICS) Indonesia Training Institute & Consulting Services (INTRINSICS)
		Workshop "Pengelolaan BUMN Pasca Pendirian BPI Danantara (Suatu Kajian atas Dampak Pemberlakukan UU BUMN Baru terhadap Pengelolaan BUMN)" Workshop "Management of SOEs Post Establishment of BPI Danantara (A Study on the Impact of the Implementation of the New SOE Law on SOE Governance)"	25 April 2025 April 25, 2025	YAKASPI (Koran BUMN) YAKASPI (BUMN Newspaper)
		Workshop "Workshop Beberapa Isu Penting dalam Penerapan ICOFR Pasca Pemberlakuan UU BUMN Baru (Batch 1)" Workshop "Key Issues in the Implementation of ICOFR After the Enactment of the New SOE Law (Batch 1)"	09 Mei 2025 May 9, 2025	YAKASPI (Koran BUMN) YAKASPI (BUMN Newspaper)
		GRC Summit 2025 - Seminar & Masterclass GRC Summit 2025 - Seminar & Masterclass	21 - 22 Agustus 2025 August 21–22, 2025	Asosiasi GRC, Perkumpulan Profesional Governansi Indonesia, IRMAPA, ICoPI, dan IPACA Association of GRC, Indonesian Governance Professionals Association, IRMAPA, ICoPI, and IPACA
		Seminar "*Reinforcing Internal Capabilities for Strategizing HK Group's Business*" Seminar "Reinforcing Internal Capabilities for Strategizing HK Group's Business"	19 Agustus 2025 August 19, 2025	MarkPlus Institute MarkPlus Institute
		The Executive Hours "Building Brand Legacy in The Beverages Industry: A Management Accountant's Perspective" The Executive Hours "Building Brand Legacy in The Beverages Industry: A Management Accountant's Perspective"	11 Oktober 2025 October 11, 2025	Institut Akuntan Manajemen Indonesia (IAMI) Indonesian Institute of Management Accountants (IAMI)
		Risk Beyond 2025 dengan tema "Risk Odyssey: Engineering Momentum, Building a Resilient Risk DNA" Risk Beyond 2025 dengan tema "Risk Odyssey: Engineering Momentum, Building a Resilient Risk DNA"	04 - 05 Desember 2025 December 4–5, 2025	Enterprise Risk Management Academy (ERMA) & IRMAPA Enterprise Risk Management Academy (ERMA) & IRMAPA
		Pelatihan Regulatory Compliance & Fraud Risk Dalam Aksi Korporasi Training on Regulatory Compliance & Fraud Risk in Corporate Actions	11 - 12 Desember 2025 December 11–12, 2025	Indonesia Training Institute & Consulting Services (INTRINSICS) Indonesia Training Institute & Consulting Services (INTRINSICS)

Tabel Pengembangan Kompetensi Pembangunan Berkelanjutan bagi Unit Kerja
Table of Sustainable Development Competency Development for Work Units

Pelatihan Training	**Tanggal** Date	**Jumlah peserta** Number of Participants
Environmental Awareness	16 Januari 2025 / January 16, 2025	13
Environmental Awareness	2 Desember 2025 / December 2, 2025	17
Spill response and Hazardouse Material Handling	2 April 2025 / April 2, 2025	15
Chemical Handling	24 Maret 2025 / March 24, 2025	5
Spill handling	6 Maret 2025 / March 6, 2025	11
Waste Management	31 Juli 2025 / July 31, 2025	13
Environmental Awareness	17 Juli 2025 / July 17, 2025	8
CSE & Enviomental training	24 Maret 2025 / March 24, 2025	5

Manajemen Risiko atas Penerapan Pembangunan Berkelanjutan [OJK E.3, IF-EN-160a.2, IFRS S1]

Perseroan menyadari bahwa sifat bisnisnya memerlukan kewaspadaan dalam manajemen risiko dan peluang. Perseroan mengidentifikasi risiko dan peluang potensial, bukan hanya untuk melindungi operasi, tetapi juga untuk memaksimalkan peluang yang ada untuk membangun ketahanan dan menciptakan nilai jangka panjang dalam dunia konstruksi terintegrasi yang dinamis. Dalam upaya tersebut, Perseroan berkomitmen meminimalkan dampak negatif melalui pengelolaan risiko dan melakukan mitigasi. Perseroan menerapkan sistem manajemen risiko yang mengacu pada pedoman berikut:

Risk Management in the Implementation of Sustainable Development [OJK E.3, IF-EN-160a.2, IFRS S1]

The Company recognizes that the nature of its business requires vigilance in risk and opportunity management. The Company identifies potential risks and opportunities not only to protect its operations but also to maximize existing opportunities to build resilience and create long-term value in a dynamic integrated construction industry. In this effort, the Company is committed to minimizing negative impacts through risk management and mitigation. The Company implements a risk management system that refers to the following guidelines:

ISO 31000:2018 Risk Management – Guidelines

ISO 31000:2018 Risk Management – Guidelines

Peraturan Menteri BUMN No. PER-2/MBU/03/2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara

Regulation of the Minister of State-Owned Enterprises No. PER-2/MBU/03/2023 on Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises

Anggaran Dasar PT Hutama Karya (Persero)

Articles of Association of PT Hutama Karya (Persero)

Keputusan Direksi PT Hutama Karya (Persero) No. 4193/KPTS/110.1/XI/2021 tentang Penetapan Kebijakan Manajemen Risiko Perusahaan (*Enterprise Risk Management/ERM Policy*)

Decree of the Board of Directors of PT Hutama Karya (Persero) No. 4193/ KPTS/110.1/XI/2021 on the Establishment of the Enterprise Risk Management (ERM) Policy

Manual Manajemen Risiko PT Hutama Karya (Persero) No. HK/CR/M/001

Risk Management System Manual of PT Hutama Karya (Persero) No. HK/CR/M/001

Prosedur Manajemen Risiko No. MR/MR/P/001

Risk Management Procedure No. MR/MR/P/001

Instruksi Kerja Cara Pengisian Bukti Kerja Manajemen Risiko No. SR/MR/W/001

Work Instruction for Filling Out Risk Management Work Evidence No. SR/MR/W/001

Pengelolaan risiko dalam penerapan keberlanjutan termasuk perubahan iklim dilaksanakan oleh Direksi. Direksi dibantu oleh Divisi Pengelolaan Risiko, serta diawasi oleh Dewan Komisaris yang dibantu Komite Manajemen Risiko dan GCG. Evaluasi pelaksanaan pengelolaan risiko dilakukan melalui Rapat Koordinasi Bulanan yang dilakukan oleh Divisi Pengelolaan Risiko. Berdasarkan hasil evaluasi tahun 2025, pengelolaan risiko perusahaan telah berjalan efektif.

Pengelolaan risiko dalam penerapan usaha keberlanjutan dilaksanakan melalui tahapan manajemen risiko terintegrasi berbasis *Risk Management System* (RMS) dengan mengacu pada ISO 31000:2018 *Risk Management Framework*.

1. Waktu Pelaksanaan Asesmen Risiko
   Ketentuan terkait dengan waktu pelaksanaan Asesmen Risiko adalah sebagai berikut:
   a. Asesmen Risiko Korporat
   b. Pencapaian Sasaran Rencana Perolehan Kontrak Baru

The management of risks associated with the implementation of sustainability initiatives, including climate change-related risks, is carried out by the Board of Directors. The Board of Directors is supported by the Risk Management Division and is supervised by the Board of Commissioners, assisted by the Risk Management and GCG Committee. The evaluation of risk management implementation is conducted through Monthly Coordination Meetings held by the Risk Management Division. Based on the 2025 evaluation results, the Company's risk management has been operating effectively.

Risk management in the implementation of sustainable business practices is carried out through an integrated risk management framework based on the Risk Management System (RMS), referring to ISO 31000:2018 Risk Management Framework.

1. Timing of Risk Assessment
   The provisions related to the timing of Risk Assessment are as follows:
   a. Corporate Risk Assessment
   b. Achievement of New Contract Acquisition Targets

c. Pencapaian Sasaran Proyek Baru dan Revisinya
d. Pencapaian Sasaran Proyek Kerjasama Operasi (*Joint Operation*)
e. Untuk Pencapaian Sasaran Tahunan (Sesuai RKAP)

2. Konteks Penilaian dan Waktu Pelaksanaan Penilaian Risiko
3. Identifikasi Risiko
   a. Identifikasi risiko dilakukan oleh masing-masing pemilik risiko selaku Lini Pertama dengan berkoordinasi atau berkonsultasi kepada fungsi Manajemen Risiko selaku Lini Kedua.
   b. Setiap sasaran dan strategi wajib dilakukan identifikasi risiko.
   c. Profil Risiko hasil identifikasi
   d. Identifikasi risiko mencakup risiko-risiko yang berasal dari sumber internal atau dari dalam, maupun yang berasal dari sumber eksternal atau dari luar Perusahaan.
   e. Identifikasi risiko perlu dilakukan atas dan terkait dengan perubahan faktor-faktor eksternal sebagaimana diatur dalam Manual Sistem Manajemen Risiko Perusahaan mencakup faktor Politik (*Politic*), Ekonomi (*Economic*), Social (*Social*), Teknologi (*Technology*), Legal (*Legal*), dan Lingkungan (*Environment*) dengan mengkaji dampak potensial perubahan faktor-faktor di atas terhadap perusahaan.
   f. Identifikasi risiko perlu dilakukan atas dan terkait dengan perubahan faktor-faktor internal sebagaimana diatur dalam Manual Manajemen Risiko Perusahaan mencakup faktor kepemimpinan perusahaan (perubahan pandangan atau filosofi manajemen), manusia, aset-aset produksi, proses, teknologi, dan sistem dengan mengkaji dampak potensial perubahan faktor-faktor di atas terhadap perusahaan.
   g. Pemilik Risiko *(Risk owner*) wajib mengidentifikasi potensi risiko kecurangan (*fraud*) dan memasukkannya ke dalam risk register dan melakukan pemantauan atas potensi munculnya tindak kecurangan.
   h. Identifikasi risiko dapat dilakukan dengan memanfaatkan berbagai sumber informasi dan teknik.
   i. Peristiwa risiko yang diidentifikasi dikelompokkan berdasarkan Taksonomi Risiko.
   j. Melakukan identifikasi terhadap peristiwa Risiko.
   k. Melakukan identifikasi penyebab Risiko.
   l. Identifikasi KRI.
   m. Identifikasi kontrol/pengendalian yang telah ada (*control existing*).
   n. Penilaian efektivitas kontrol/pengendalian
   o. Dampak Risiko diidentifikasi berdasarkan 2 (dua) kategori yaitu (i) dampak kuantitatif, atau (ii) dampak kualitatif.
   p. Perkiraan waktu terjadinya eksposur Risiko diidentifikasi berdasarkan waktu bagi Perusahaan akan terpapar dengan suatu Risiko.
4. Analisis Risiko (Kuantifikasi Risiko)
   a. Analisis (Kuantifikasi) Risiko termasuk analisis skenario risiko dilakukan untuk menentukan Eksposur Risiko, Skala Risiko, dan Level Risiko (hasil perkalian antara nilai kemungkinan dan nilai dampak) dengan memperkirakan besarnya kemungkinan terjadi dan besarnya dampak risiko.

c. Achievement and Revision of New Project Targets
d. Achievement of Joint Operation Project Targets
e. Annual Target Achievement (in accordance with the Company Work Plan and Budget/RKAP)

2. Context of Risk Assessment and Timing of Risk Evaluation
3. Risk Identification
   a. Risk identification is conducted by each risk owner as the First Line, in coordination or consultation with the Risk Management function as the Second Line.
   b. Every objective and strategy must undergo risk identification.
   c. Risk profiles are generated from the identification process.
   d. Risk identification covers risks originating from both internal sources (within the Company) and external sources (outside the Company).
   e. Risk identification shall be conducted in relation to changes in external factors as defined in the Company Risk Management System Manual, including Political, Economic, Social, Technology, Legal, and Environmental (PESTLE) factors, by assessing their potential impact on the Company.
   f. Risk identification shall also be conducted in relation to internal factors as defined in the Company Risk Management Manual, including leadership (changes in management views or philosophy), human resources, production assets, processes, technology, and systems, by assessing their potential impact on the Company.
   g. Risk owners are required to identify potential fraud risks, include them in the risk register, and monitor potential fraud occurrences.
   h. Risk identification may utilize various information sources and techniques.
   i. Identified risk events are classified based on the Risk Taxonomy.
   j. Identification of risk events.
   k. Identification of risk causes.
   l. Identification of Key Risk Indicators (KRI).
   m. Identification of existing controls.
   n. Assessment of control effectiveness.
   o. Risk impact is identified in two categories (i) quantitative impact, or (ii) qualitative impact.
   p. Estimation of risk exposure timing is identified based on when the Company may be exposed to a risk.
4. Risk Analysis (Risk Quantification)
   a. Risk Analysis (Quantification), including risk scenario analysis, is conducted to determine Risk Exposure, Risk Scale, and Risk Level (result of the multiplication between probability value and impact value) by estimating the likelihood of occurrence and the magnitude of risk impact.

b. Seluruh Risiko yang telah diidentifikasi dilakukan analisis (kuantifikasi) Risiko yang terdiri dari (i) Analisis (kuantifikasi) Risiko Inheren, dan (ii) Analisis (kuantifikasi) Risiko Residual.
c. Masing-masing Analisis (kuantifikasi) Risiko meliputi: (i) Eksposur Risiko, (ii) Skala Risiko dan (iii) Level Risiko.
d. Perhitungan Eksposur Risiko.
e. Perhitungan untuk menentukan nilai Dampak dan nilai Probabilitas.
f. Perhitungan Skala Risiko.
g. Besarnya kemungkinan risiko dan besarnya dampak risiko ditetapkan oleh para Pemimpin Unit Kerja selaku Pemilik Risiko, dan dapat diberi pertimbangan oleh unit manajemen risiko sebelum mendapatkan persetujuan Direksi.
h. Bila terkendala oleh ketidakcukupan data atau masalah lain, perkiraan tentang besarnya kemungkinan terjadinya risiko dan besarnya dampak yang dapat ditimbulkan (bila risiko terjadi) dapat ditetapkan berdasarkan estimasi subjektif yang mencerminkan tingkat keyakinan Pemilik Risiko.
i. Hasil Analisis Risiko Inheren disajikan paling sedikit memuat: (i) asumsi perhitungan dampak, (ii) nilai dampak rupiah atau mata uang fungsional pembukuan untuk Risiko Kuantitatif atau nilai skor Risiko untuk Risiko Kualitatif, (iii) skala dampak, (iv) skala probabilitas, (v) Eksposur Risiko, (vi) Skala Risiko, dan (vii) Level Risiko.
j. Hasil Analisis Risiko Residual disajikan paling sedikit memuat: (i) nilai dampak tiap triwulan, (ii) skala dampak tiap triwulan, (iii) nilai probabilitas tiap triwulan, (iv) skala probabilitas tiap triwulan, (v) Eksposur Risiko setiap triwulan untuk Risiko Kuantitatif, (vi) Skala Risiko tiap triwulan, dan (vii) Level Risiko tiap triwulan.
k. Hasil perhitungan Skala dan Level Risiko Inheren dan Risiko Residual disajikan dalam peta Risiko (*Heatmap*).

5. Evaluasi Risiko
   a. Evaluasi risiko dilakukan untuk menetapkan urutan prioritas tindak lanjut (pemberian prioritas dari segi waktu dan alokasi sumber daya). Pada dasarnya risiko dengan tingkat eksposur lebih tinggi harus diprioritaskan tindak lanjutnya dari risiko dengan tingkat eksposur lebih rendah. Dalam hal terdapat lebih dari satu risiko yang tingkatnya sama, maka prioritas tindak lanjut ditetapkan dengan pertimbangan profesional.
   b. Tanggapan atas risiko, yaitu usulan untuk menentukan opsi perlakuan risiko berdasarkan Level Risiko yang dihitung sebelumnya
   c. Apabila hasil perhitungan Skala dan Level Risiko Inheren berada pada level eksposur *Moderate* dan *Moderate to High* maka perlu disusun lembar persetujuan Direktur terkait sedangkan untuk level eksposur High perlu disusun lembar persetujuan Direksi.
   d. Lembar persetujuan tersebut disusun saat penyusunan risiko awal dan saat ada perubahan risiko.

b. All identified risks undergo risk analysis (quantification), consisting of (i) Inherent Risk analysis (quantification), and (ii) Residual Risk analysis (quantification).
c. Each risk analysis (quantification) includes: (i) Risk Exposure, (ii) Risk Scale, and (iii) Risk Level.
d. Calculation of Risk Exposure.
e. Calculation to determine impact value and probability value.
f. Calculation of Risk Scale.
g. The magnitude of risk probability and impact is determined by Unit Heads as Risk Owners and may be reviewed by the Risk Management unit before obtaining Board of Directors approval.
h. In cases of insufficient data or other constraints, estimates of risk probability and impact may be based on subjective estimates reflecting the Risk Owner's level of confidence.
i. Results of Inherent Risk Analysis shall at minimum include: (i) impact calculation assumptions, (ii) impact value in Rupiah or functional currency for quantitative risks or risk score for qualitative risks, (iii) impact scale, (iv) probability scale, (v) Risk Exposure, (vi) Risk Scale, and (vii) Risk Level.
j. Results of Residual Risk Analysis shall at minimum include: (i) quarterly impact value, (ii) quarterly impact scale, (iii) quarterly probability value, (iv) quarterly probability scale, (v) quarterly Risk Exposure for quantitative risks, (vi) quarterly Risk Scale, and (vii) quarterly Risk Level.
k. The calculation results of Inherent and Residual Risk Scale and Level are presented in a Risk Map (Heatmap).

5. Risk Evaluation
   a. Risk evaluation is conducted to determine the priority order of follow-up actions (prioritization in terms of time and resource allocation). Risks with higher exposure levels are prioritized over those with lower exposure levels. In cases where multiple risks have the same level, prioritization is determined based on professional judgment.
   b. Risk response refers to the proposal to determine risk treatment options based on the previously calculated Risk Level
   c. If the Inherent Risk Scale and Level fall within Moderate or Moderate to High exposure levels, approval forms from the relevant Director must be prepared, while for High exposure levels, Board of Directors approval forms must be prepared.
   d. These approval forms are prepared during initial risk assessment and whenever there are changes in risk conditions.

Terkait dengan pengelolaan risiko, Perseroan membentuk Komite Manajemen Risiko dan GCG untuk menerapkan manajemen risiko yang mengacu pada standar ISO 31000:2018. Secara berkala, komite ini wajib melaporkan hasil identifikasi risiko kepada Dewan Komisaris dan memberikan rekomendasi atas pengendalian potensi risiko-risiko yang dapat memengaruhi kinerja Perseroan.

In relation to risk management, the Company has established a Risk Management and GCG Committee to implement risk management practices based on ISO 31000:2018 standards. Periodically, this committee is required to report risk identification results to the Board of Commissioners and provide recommendations for controlling potential risks that may affect the Company's performance.

Dewan Komisaris, Direksi, dan Komite Audit melakukan telaah secara tahunan atas penerapan sistem pengendalian internal Perseroan. Hasil evaluasi menunjukkan bahwa sistem pengendalian internal Perseroan telah berjalan dengan efektif dan memadai. Perseroan terus menerapkan langkah-langkah strategis untuk memastikan keamanan, transparansi, serta kepatuhan dalam setiap aspek operasionalnya.

The Board of Commissioners, Board of Directors, and Audit Committee conduct annual reviews of the Company's internal control system implementation. The evaluation results indicate that the Company's internal control system has been operating effectively and adequately. The Company continues to implement strategic measures to ensure security, transparency, and compliance across all operational aspects.

Hubungan dengan Pemangku Kepentingan [OJK E.4, GRI 2-29]

Dalam rangka mengidentifikasi dan memenuhi kebutuhan pemangku kepentingan, Perseroan mengidentifikasi pemangku kepentingan berdasarkan relevansinya sebagai pihak yang memiliki keterlibatan dan kepentingan terhadap organisasi, serta dapat memengaruhi atau dipengaruhi oleh pencapaian tujuan organisasi. Perseroan telah mengidentifikasi pemangku kepentingan internal yaitu karyawan. Perseroan juga mengidentifikasi pemangku kepentingan eksternal yang meliputi investor atau oemegang saham, regulator, mitra bisnis, komunitas atau asosiasi, pelanggan, dan masyarakat. Identifikasi pemangku kepentingan tersebut telah dibahas dan disepakati melalui persetujuan manajemen. Hasil identifikasi pemangku kepentingan dan metode pendekatan yang digunakan Perseroan dalam melibatkan pemangku kepentingan, antara lain:

Stakeholder Engagement [OJK E.4, GRI 2-29]

In order to identify and address stakeholder needs, the Company identifies stakeholders based on their relevance as parties who are involved in and have an interest in the organization, and who can influence or be influenced by the achievement of the organization's objective. The Company has identified its internal stakeholders as its employees. The Company has also identified its external stakeholders, which include investors or shareholders, regulators, business partners, communities or associations, customers, and the general public. The identification of these stakeholders has been discussed and agreed upon through management approval. The results of the stakeholder identification process and the approaches employed by the Company to engage stakeholders include the following:

Pelibatan Pemangku Kepentingan, Topik Utama, dan Respon Perseroan
Stakeholder Engagement, Key Topics, and Company Response

Pelibatan Pemangku Kepentingan Stakeholder Engagement	**Metode Pendekatan** Approach Methods	**Isu dan Perhatian** Key Issues and Concerns	**Respon Perseroan** Company Response
Karyawan Employees	• *Townhall meeting* • Pelatihan dan pengembangan karyawan • Survei kepuasan karyawan • Keterikatan karyawan • Serikat karyawan • Media internal (Majalah IMVID, *Management Letter, Whatsapp Blast*) • *Whistleblowing system* (WBS) • Survei materialitas • Town hall meetings • Employee training and development • Employee satisfaction surveys • Employee engagement programs • Labor unions • Internal media (IMVID Magazine, Management Letter, WhatsApp Blast) • Whistleblowing System (WBS) • Materiality survey	• Hak-hak dan kewajiban karyawan • Pengembangan karir dan kompetensi • Kesetaraan pengembangan karier • Remunerasi • Keselamatan dan Kesehatan Kerja • Pencegahan fraud dan benturan kepentingan • Employee rights and obligations • Career and competency development • Equal career development opportunities • Remuneration • Occupational Health and Safety (OHS) • Fraud prevention and conflict of interest management	• Melakukan pertemuan berkala dalam berbagai forum antara manajemen dengan karyawan. • Memberikan hak karyawan terhadap Perjanjian Kerja Bersama (PKB) yang telah ditetapkan. • Program pelatihan dan sertifikasi • Penerapan sistem pengaduan terintegrasi • Melibatkan dalam proses penentuan topik material • Conducting regular meetings between management and employees through various forums • Ensuring employee rights under the Collective Labor Agreement (CLA) • Training and certification programs • Implementation of an integrated complaint handling system • Involved in the material topic determination process

Pelibatan Pemangku Kepentingan Stakeholder Engagement	**Metode Pendekatan** Approach Methods	**Isu dan Perhatian** Key Issues and Concerns	**Respon Perseroan** Company Response
Investor Pemegang Saham Investors / Shareholders	• Rapat Umum Pemegang Saham • Pelaksanaan *Public Expose* minimal 1 kali dalam setahun • Pertemuan rutin lainnya • Survei materialitas • General Meeting of Shareholders (GMS) • Public Expose held at least once a year • Other routine meetings • Materiality survey	• Kinerja keuangan dan non-keuangan • Kinerja lingkungan, sosial, dan tata kelola (LST) • KPI mendorong pencapaian profitabilitas yang berkelanjutan • Financial and non-financial performance • Environmental, Social, and Governance (ESG) performance • KPIs supporting sustainable profitability	• Penyediaan informasi berkala kinerja Perusahaan. • Konsisten menjalankan strategi untuk mencapai target bisnis • Mengungkapkan informasi kinerja LST dengan lebih komprehensif di dalam Laporan Keberlanjutan • Melibatkan dalam proses penentuan topik material • Providing periodic disclosures on Company performance • Consistently implementing strategies to achieve business targets • Disclosing ESG performance information more comprehensively in the Sustainability Report • Involved in the material topic determination process
Regulator Regulators	• Laporan Tahunan dan Laporan Keberlanjutan • Membayar pajak, retribusi, dan Penerimaan Negara Bukan Pajak (PNBP) sesuai peraturan perundangan • Survei materialitas • Annual Report and Sustainability Report • Payment of taxes, levies, and Non-Tax State Revenue (PNBP) in accordance with applicable regulations • Materiality survey	• Kepatuhan terhadap regulasi • Tata kelola perusahaan yang baik • Regulatory compliance • Good Corporate Governance (GCG)	• Evaluasi secara berkala sebagai alat ukur efektivitas kepatuhan terhadap regulasi yang berlaku. • meningkatkan program-program: a. Antikorupsi b. Anti Pencucian Uang dan Pencegahan Pendanaan Terorisme (APU-PPT) • Melibatkan dalam proses penentuan topik material • Periodic evaluation as a measure of the effectiveness of compliance with applicable regulations • Strengthening programs: a. Anti-corruption b. Anti-Money Laundering and Counter-Terrorism Financing (AML/CFT) • Involved in the material topic determination process
Mitra Bisnis Business Partners	• Kontrak kerja • Seminar dan sosialisasi kebijakan sesuai kebutuhan melalui *vendor gathering* • Survei materialitas • Work contracts • Seminars and policy socialization according to needs through vendor gatherings • Materiality survey	• Transparansi dalam proses pengadaan • Kebijakan Sistem Manajemen Anti Penyuapan (SMAP) dalam pengadaan barang dan jasa • Kebijakan Peningkatan Penggunaan Produk Dalam Negeri (P3DN) pengadaan barang dan/atau jasa • Kebijakan aspek sosial dan lingkungan dalam proses rekanan • Transparency in procurement processes • Anti-Bribery Management System (ABMS/SMAP) policy in goods and services procurement • Policy on Increasing the Use of Domestic Products (P3DN) in procurement of goods and/or services • Social and environmental aspects policy in vendor management	• Penerapan Sistem Manajemen Anti Penyuapan (SMAP) dalam pengadaan barang dan/atau jasa • Penerapan Peningkatan Penggunaan Produk Dalam Negeri (P3DN) pengadaan barang dan/atau jasa • Penerapan aspek sosial dan lingkungan dalam proses rekanan • Melibatkan dalam proses penentuan topik material • Implementation of Anti-Bribery Management System (ABMS/SMAP) in goods and/or services procurement • Implementation of Domestic Product Utilization Improvement (P3DN) in goods and/or services procurement • Implementation of social and environmental aspects in vendor management • Involved in the material topic determination process
Komunitas/ Asosiasi Communities / Associations	• Pertemuan dan diskusi dengan komunitas/ asosiasi • Survei materialitas • Meetings and discussions with communities/associations • Materiality survey	• Kebutuhan informasi terkait progres dan rencana proyek • Dampak sosial dan lingkungan atas pelaksanaan proyek • Information needs related to project progress and plans • Social and environmental impacts of project implementation	• Melakukan pengelolaan dampak sosial dan lingkungan sesuai ketentuan yang berlaku • Menyampaikan informasi perkembangan proyek secara terbuka dan berkala • Melibatkan dalam proses penentuan topik material • Managing social and environmental impacts in accordance with applicable regulations • Providing transparent and periodic updates on project progress • Involved in the material topic determination process
Konsumen/Pelanggan Consumers / Customers	• Mekanisme pengaduan • Survei kepuasan pelanggan • Informasi dari *website*, media sosial • Layanan dan produk yang berkualitas • Survei materialitas • Complaint handling mechanism • Customer satisfaction survey • Information from website and social media • High-quality services and products • Materiality survey	• Kepuasan pelanggan • Transparansi informasi • Penanganan pengaduan pelanggan • Kepatuhan terhadap standar mutu • Customer satisfaction • Information transparency • Customer complaint handling • Compliance with quality standards	• Menindaklanjuti setiap pengaduan pelanggan secara tepat waktu • Meningkatkan kualitas mutu dan layanan • Memastikan ketersediaan informasi yang akurat dan mudah diakses melalui website dan media komunikasi resmi. • Melibatkan dalam proses penentuan topik material • Following up on every customer complaint in a timely manner • Improving service and product quality • Ensuring the availability of accurate and easily accessible information through the website and official communication channels • Involved in the material topic determination process

Pelibatan Pemangku Kepentingan Stakeholder Engagement	Metode Pendekatan Approach Methods	Isu dan Perhatian Key Issues and Concerns	Respon Perseroan Company Response
Masyarakat Society	• Pelibatan tenaga kerja • Pelaksanaan Program tanggung jawab sosial dan lingkungan (TJSL) • Kunjungan/komunikasi dengan masyarakat • Survei materialitas • Workforce engagement • Implementation of Social and Environmental Responsibility (TJSL) programs • Community visits/communications • Materiality survey	• Kesempatan kerja bagi masyarakat sekitar proyek • Dampak sosial dan lingkungn atas kegiatan operasional • Pemberdayaan dan peningkatan kesejahteraan masyarakat • Employment opportunities for surrounding communities of project areas • Social and environmental impacts of operational activities • Community empowerment and welfare improvement	• Memberikan kesempatan kerja kepada masyarakat sekitar • Melakukan pengelolaan dampak sosial dan lingkungan • Optimalisasi program TJSL • Melibatkan dalam proses penentuan topik material• Providing employment opportunities to local communities • Managing social and environmental impacts • Optimizing TJSL programs • Involved in the material topic determination process

Dalam memastikan keterlibatan pemangku kepentingan yang efektif, Perseroan menetapkan metode pelibatan sesuai dengan kebutuhan, seperti yang telah disampaikan pada tabel di atas. Metode pelibatan pemangku kepentingan juga sekaligus digunakan sebagai saluran keterlibatan dalam rangka menanggapi isu dan perhatian ESG yang disampaikan pemangku kepentingan.

To ensure effective stakeholder engagement, the Company establishes engagement methods tailored to stakeholder needs, as presented in the table above. These stakeholder engagement methods also serve as communication channels for addressing ESG-related issues and concerns raised by stakeholders.

Permasalahan Terhadap Penerapan Pembangunan Berkelanjutan [OJK E.5]

Selama periode pelaporan, Perseroan dihadapkan pada kendala dan tantangan dalam penerapan keberlanjutan, di antaranya:

- Adanya beragam persepsi dan kepentingan antar pemangku kepentingan, terutama terkait pengelolaan aspek lingkungan dan sosial.
- Adanya keterbatasan kapasitas dan kapabilitas karyawan dalam menerapkan keberlanjutan. Oleh sebab itu, Perseroan meningkatkan kapasitas karyawan melalui internalisasi konsep dan praktik keberlanjutan dan mengikutsertakan karyawan dalam berbagai pelatihan terkait keberlanjutan.
- Standar dan regulasi Penerapan Keberlanjutan yang kompleks menjadi tantangan dalam mengikuti tren perkembangan penerapan keuangan berkelanjutan di Indonesia oleh karena itu Perseroan berusaha meningkatkan kapasitas pemahaman SDM terhadap standar regulasi yang berlaku.
- Ketentuan baru yang dinamis terkait praktik keberlanjutan seperti IFRS S1 & S2, menuntut persiapan SDM, pengetahuan, dan kemampuan yang memadai untuk mendukung implementasinya.

Sebagai upaya mitigasi atas berbagai tantangan tersebut, Perseroan secara berkelanjutan meningkatkan kapasitas sumber daya manusia melalui penyelenggaraan pelatihan, sosialisasi, dan internalisasi terkait prinsip serta praktik keberlanjutan. Kegiatan ini mencakup pemahaman atas regulasi, standar keberlanjutan, serta perkembangan terbaru seperti IFRS S1 dan S2, guna memastikan kesiapan SDM dalam mengimplementasikan praktik keberlanjutan secara efektif di seluruh lini organisasi.

Challenges In the Implementation of Sustainable Development [OJK E.5]

During the reporting period, the Company faced several constraints and challenges in implementing sustainability, including:

- Diverse perceptions and interests among stakeholders, particularly related to environmental and social management issues.
- Limitations in employee capacity and capability in implementing sustainability. Therefore, the Company enhances employee capacity through the internalization of sustainability concepts and practices, and involves employees in various sustainability-related training programs.
- The complexity of sustainability implementation standards and regulations poses a challenge in keeping up with the development of sustainable finance practices in Indonesia. Accordingly, the Company continuously strengthens employee understanding and capacity regarding applicable regulatory standards.
- Dynamic new requirements related to sustainability practices, such as IFRS S1 & S2, require adequate preparation in terms of human resources, knowledge, and capabilities to support implementation.

As part of mitigation efforts in addressing these challenges, the Company continuously enhances human resource capacity through the implementation of training, socialization, and internalization of sustainability principles and practices. These initiatives include strengthening understanding of regulations, sustainability standards, and recent developments such as IFRS S1 and S2, in order to ensure the readiness of human resources in effectively implementing sustainability practices across all levels of the organization.

Kinerja Keberlanjutan
Sustainability Performance

[OJK F]





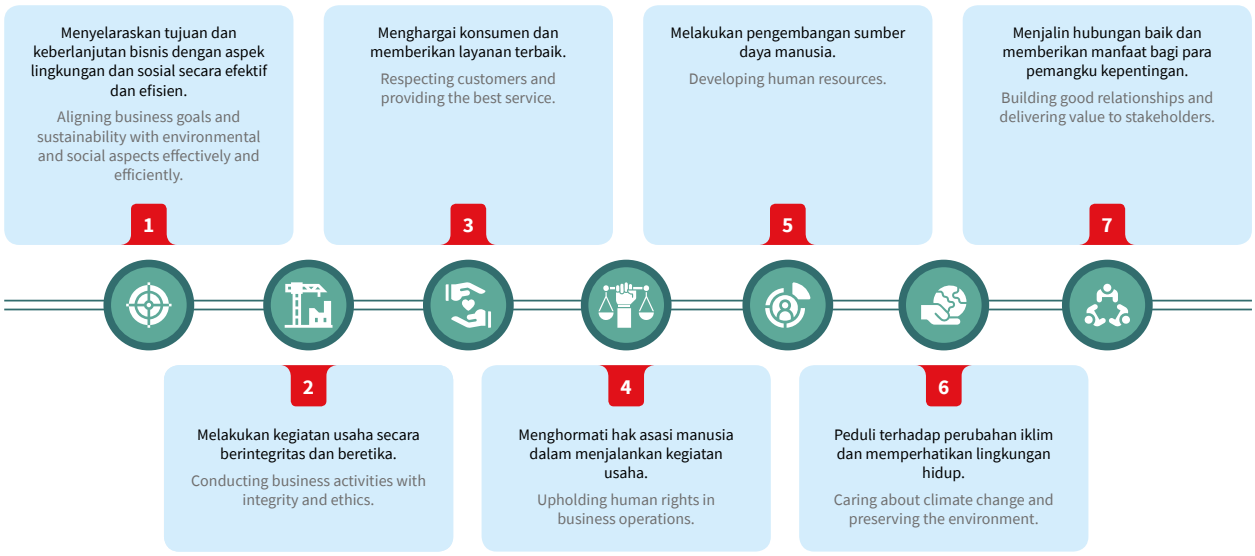
Kegiatan Membangun Budaya Keberlanjutan [OJK F.1]
Activities to Build A Sustainability Culture

Dalam upaya mendukung pembangunan berkelanjutan, Perseroan senantiasa menerapkan tata kelola perusahaan yang baik (*Good Corporate Governance*/GCG) sebagai landasan dalam membangun nilai integritas dan budaya keberlanjutan di seluruh lini organisasi.

Budaya keberlanjutan merupakan bagian integral dari pilar-pilar keberlanjutan Hutama Karya serta menentukan keberhasilan Perseroan dalam menjalankan praktik bisnis berkelanjutan. Perseroan memastikan setiap badan tata kelola dan karyawan menerapkan budaya ini. Dalam membangun budaya keberlanjutan, Perseroan telah menerapkan budaya 3R (*Reduce, Reuse, Recycle*) yang merupakan bagian dari upaya Perseroan dalam membangun budaya keberlanjutan di internal Perseroan. Perseroan juga menerapkan budaya Keberlanjutan Hutama Karya, di antaranya:

In supporting sustainable development efforts, the Company consistently implements Good Corporate Governance (GCG) as the foundation for establishing integrity values and a sustainability culture throughout all levels of the organization.

Sustainability culture constitutes an integral part of Hutama Karya's sustainability pillars and determines the Company's success in implementing sustainable business practices. The Company ensures that each governance body and employee adopts this culture. In developing a sustainability culture, the Company has implemented the 3R (Reduce, Reuse, Recycle) culture as part of the Company's efforts to foster a sustainability culture within the Company. The Company also implements Hutama Karya's sustainability culture, including the following:



3R (*Reduce, Reuse, Recycle*)
PT Hutama Karya (Persero) menunjukkan komitmen kuat terhadap praktik keberlanjutan dengan mengintegrasikan prinsip *Reduce*, *Reuse*, dan *Recycle* (3R) ke dalam seluruh aktivitas operasional, baik di lingkungan perkantoran (*green office*) maupun proyek (*green site*). Prinsip *reduce* diterapkan melalui efisiensi penggunaan sumber daya sejak tahap perencanaan, seperti optimalisasi desain, pemilihan material rendah limbah, serta pengendalian konsumsi energi, air, dan bahan bakar. Prinsip reuse diwujudkan melalui pemanfaatan kembali material konstruksi dan sistem modular yang dapat digunakan ulang, sementara prinsip recycle dilakukan dengan mengolah limbah konstruksi dan non-konstruksi agar memiliki nilai guna kembali, sehingga mendukung konsep ekonomi sirkular. Pendekatan ini diperkuat dengan manajemen energi, pengendalian emisi, serta perubahan perilaku karyawan untuk menciptakan budaya kerja yang ramah lingkungan dan efisien.

Selain itu, Hutama Karya juga menerapkan pengelolaan lingkungan secara menyeluruh melalui manajemen air, limbah, dan emisi. Pengelolaan air dilakukan secara terpadu mulai dari konservasi, pemanfaatan, hingga pengendalian pencemaran, termasuk penggunaan teknologi seperti biopori dan sistem daur ulang air.

3R (Reduce, Reuse, Recycle)
PT Hutama Karya (Persero) demonstrates a strong commitment to sustainability practices by integrating the principles of Reduce, Reuse, and Recycle (3R) into all operational activities, both within office environments (green office) and project sites (green site). The reduce principle is implemented through efficient resource utilization from the planning stage, including design optimization, selection of low-waste materials, and control over the consumption of energy, water, and fuel. The reuse principle is realized through the reutilization of construction materials and modular systems that can be repeatedly used, while the recycle principle is carried out by processing construction and non-construction waste to restore its utility value, thereby supporting the circular economy concept. This approach is further strengthened by energy management, emission control, and behavioral transformation among employees to foster an environmentally friendly and efficient work culture.

In addition, Hutama Karya implements comprehensive environmental management through water, waste, and emission management. Water management is conducted in an integrated manner, ranging from conservation, utilization, to pollution control, including the application of technologies such as biopore systems and water recycling systems. Waste,

Limbah, termasuk limbah B3, dikelola secara ketat melalui proses identifikasi, penyimpanan, pengolahan, hingga pelaporan sesuai regulasi, serta didukung sistem tanggap darurat untuk mencegah dampak lingkungan. Di sisi lain, pengendalian udara dan emisi gas rumah kaca dilakukan melalui efisiensi energi, penggunaan teknologi ramah lingkungan, serta inventarisasi dan pelaporan emisi berbasis standar internasional. Melalui pendekatan yang terintegrasi ini, Hutama Karya tidak hanya memastikan kepatuhan terhadap regulasi, tetapi juga memperkuat kinerja ESG dan kontribusinya dalam pembangunan infrastruktur yang berkelanjutan.

KEBIJAKAN KEBERLANJUTAN

Hutama Karya telah merumuskan kebijakan perlindungan lingkungan hidup yang tercantum dalam Kebijakan Perseroan. Kebijakan ini mencakup berbagai aspek sebagai berikut:

1. Menetapkan, menerapkan, dan menjaga sistem pencegahan terhadap kecelakaan kerja, penyakit akibat kerja, serta pencemaran lingkungan beserta dampaknya dalam setiap kegiatan operasional Perseroan sesuai dengan ketentuan dan peraturan yang berlaku.
2. Menetapkan, menerapkan, dan menjaga sistem manajemen pengelolaan risiko dalam setiap kegiatan operasional Perseroan.
3. Menetapkan, menerapkan, dan menjaga sistem kerja yang berorientasi pada peningkatan produktivitas, efisiensi, dan inovasi, dengan mempertimbangkan perbaikan kualitas dan konservasi sumber daya alam.
4. Perbaikan berkesinambungan atas proses, infrastruktur, teknologi dan kompetensi sumber daya manusia sesuai dengan tuntutan standar manajemen mutu, lingkungan, serta keselamatan dan kesehatan kerja.
5. Meningkatkan kepedulian lingkungan sebagai bagian dari tanggung jawab sosial Perseroan.
6. Menerapkan tata kelola perusahaan yang baik dalam setiap kegiatan operasional Perseroan.

Untuk mewujudkan komitmen tersebut, Hutama Karya telah mengambil langkah konkret dalam mengimplementasikan kebijakan perlindungan lingkungan hidup melalui berbagai program yang mendukung kelestarian alam dan keberlanjutan operasional perusahaan. Berikut ini adalah beberapa program yang telah diterapkan sebagai bentuk implementasi dari kebijakan tersebut:

1. Program penerapan Konstruksi Berkelanjutan oleh PUPR, serta penerbitan *Letter of Compliance Green Construction;*
2. Pengukuran emisi gas buang dari kendaraan operasional, alat berat, dan mesin status (*genset*);
3. Audit Resertifikasi ISO 14001:2015;
4. Kepatuhan terhadap regulasi terkait sistem manajemen lingkungan;
5. Mencegah tumpahan dari material B3 dan limbah B3;
6. Penghijauan;
7. Penerapan Green Building di HK Tower;
8. Pelaporan dokumen AMDAL, RKL/RPL secara berkala;
9. Mengembangkan E-OBU (E-On Board Unit);
10. Konstruksi jalan akses bagi gajah di Jalan Tol Trans Sumatera;
11. Pemanfaatan teknologi biotank untuk pengendalian limbah domestik;
12. Menjaga kelestarian flora fauna dan berkoordinasi dengan pihak terkait;
13. Pengukuran kualitas lingkungan rutin setiap enam bulan;
14. Pengendalian material dan limbah B3 Diet plastik.

including hazardous and toxic materials (B3) waste, is strictly managed through identification, storage, treatment, and reporting processes in accordance with applicable regulations, supported by emergency response systems to mitigate environmental impacts. Meanwhile, air quality and greenhouse gas emission control are carried out through energy efficiency initiatives, the use of environmentally friendly technologies, and emission inventory and reporting based on international standards. Through this integrated approach, Hutama Karya not only ensures regulatory compliance but also strengthens its ESG performance and contribution to sustainable infrastructure development.

SUSTAINABILITY POLICY

Hutama Karya has established an environmental protection policy as set forth in the Company Policy. This policy encompasses the following aspects:

1. Establishing, implementing, and maintaining a system to prevent occupational accidents, occupational diseases, as well as environmental pollution and its impacts in all operational activities of the Company in accordance with prevailing laws and regulations;
2. Establishing, implementing, and maintaining a risk management system in all operational activities of the Company;
3. Establishing, implementing, and maintaining a working system oriented toward enhancing productivity, efficiency, and innovation, while considering quality improvement and conservation of natural resources;
4. Continuously improving processes, infrastructure, technology, and human capital competencies in line with the requirements of quality management, environmental, and occupational health and safety standards;
5. Enhancing environmental awareness as part of the Company's social responsibility; and
6. Implementing good corporate governance in all operational activities of the Company.

To realize this commitment, Hutama Karya has undertaken concrete measures to implement its environmental protection policy through various programs that support environmental preservation and sustainable business operations. The following are several programs implemented as part of such policy:

1. Implementation of Sustainable Construction programs by the Ministry of Public Works and Housing, as well as the issuance of the Letter of Compliance Green Construction;
2. Measurement of exhaust emissions from operational vehicles, heavy equipment, and stationary engines (Genset);
3. ISO 14001:2015 Recertification Audit;
4. Compliance with regulations related to environmental management systems;
5. Prevention of spills from hazardous and toxic materials (B3) and B3 waste;
6. Greening initiatives;
7. Implementation of Green Building at HK Tower;
8. Periodic reporting of AMDAL and RKL/RPL documents;
9. Development of E-OBU (E-On Board Unit);
10. Construction of elephant access roads on the Trans Sumatra Toll Road;
11. Utilization of Biotank technology for domestic waste control;
12. Preservation of flora and fauna in coordination with relevant stakeholders;
13. Environmental quality measurement conducted every six months;
14. Control of hazardous materials and B3 waste; and Plastic reduction initiatives.

Kinerja Ekonomi
Economic Performance

Perbandingan Target dan Kinerja Produksi, Portofolio, Target Pembiayaan, atau Investasi, Pendapatan dan Laba Rugi [OJK F.2]

Perseroan telah menetapkan target yang hendak dicapai dalam Rencana Kerja dan Anggaran Perseroan (RKAP) Tahun 2025 yang telah disesuaikan dengan kondisi industri dan ekonomi.

Comparison of Target and Performance of Production, Portfolio, Financing Targets, or Investments, Revenue, and Profit or Loss [OJK F.2]

The Company has set the targets to be achieved in the Company Work Plan and Budget (RKAP) for 2025, which have been adjusted to the industry and economic conditions.

Uraian Description	Satuan Unit	2025		
		Target	Realisasi Realization	Pencapaian Realisasi terhadap Target Achievement of Realization Against Target (%)
Produksi/ Kontrak yang dihadapi Production / Contract Backlog	Dalam Miliar Rupiah In Billion Rupiah	52.826	59.773	113
Persentase Tender yang Dimenangkan Percentage of Won Tenders	%	60	50	84
Kontrak Baru New Contracts	Dalam Miliar Rupiah In Billion Rupiah	20.075	18.373	92
Pendapatan Revenue	Dalam Miliar Rupiah In Billion Rupiah	26.987	25.133	93
EBITDA EBITDA	Dalam Miliar Rupiah In Billion Rupiah	3.909	4.410	113
Total Aset Total Assets	Dalam Miliar Rupiah In Billion Rupiah	198.235	189.098	95
Panjang Tol yang Terbangun Length of Built Toll Roads	Km	93	83,5	90
Laba (rugi) tahun berjalan Profit (Loss) for the Year	Dalam Miliar Rupiah In Billion Rupiah	808	3.089	382
Pembiayaan/ Investasi Financing / Investment	Dalam Miliar Rupiah In Billion Rupiah	18.735	11.008	59

Uraian Description	Satuan Unit	2024		
		Target	Realisasi Realization	Pencapaian Realisasi terhadap Target Achievement of Realization Against Target (%)
Produksi/ Kontrak yang dihadapi Production / Contract Backlog	Dalam Miliar Rupiah In Billion Rupiah	60.606	70.032	115,55
Persentase Tender yang Dimenangkan Percentage of Won Tenders	%	41,21	64,97	157,64
Kontrak Baru New Contracts	Dalam Miliar Rupiah In Billion Rupiah	28.915	34.839	120,49
Pendapatan Revenue	Dalam Miliar Rupiah In Billion Rupiah	26.566	30.252	113,87
EBITDA EBITDA	Dalam Miliar Rupiah In Billion Rupiah	4.227	4.288	101,44

Uraian Description	Satuan Unit	2024		
		Target	Realisasi Realization	Pencapaian Realisasi terhadap Target Achievement of Realization Against Target (%)
Total Aset Total Assets	Dalam Miliar Rupiah In Billion Rupiah	183.820	196.042	106,65
Panjang Tol yang Terbangun Length of Built Toll Roads	Km	88,3	91	103,06
Laba (rugi) tahun berjalan Profit (Loss) for the Year	Dalam Miliar Rupiah In Billion Rupiah	249	2.767	1.110
Pembiayaan/ Investasi Financing / Investment	Dalam Miliar Rupiah In Billion Rupiah	40.424	23.755	58,76

Uraian Description	Satuan Unit	2023		
		Target	Realisasi Realization	Pencapaian Realisasi terhadap Target Achievement of Realization Against Target (%)
Produksi/ Kontrak yang dihadapi Production / Contract Backlog	Dalam Miliar Rupiah In Billion Rupiah	57.414	59.858	104,26
Persentase Tender yang Dimenangkan Percentage of Won Tenders	%	38,03	48,60	127,79
Kontrak Baru New Contracts	Dalam Miliar Rupiah In Billion Rupiah	30.496	30.876	101,25
Pendapatan Revenue	Dalam Miliar Rupiah In Billion Rupiah	35.821	26.926	75,17
EBITDA EBITDA	Dalam Miliar Rupiah In Billion Rupiah	3.541	7.196	203,22
Total Aset Total Assets	Dalam Miliar Rupiah In Billion Rupiah	165.485	169.739	102,63
Panjang Tol yang Terbangun Length of Built Toll Roads	Km	99	86,49	87,36
Laba (rugi) tahun berjalan Profit (Loss) for the Year	Dalam Miliar Rupiah In Billion Rupiah	-894	1.873	410,00
Pembiayaan/ Investasi Financing / Investment	Dalam Miliar Rupiah In Billion Rupiah	25.348	17.565	69,30

Perbandingan Target dan Kinerja Portofolio, Target Pembiayaan, atau Investasi Pada Instrumen Keuangan atau Proyek yang Sejalan Dengan Pembangunan Berkelanjutan [OJK F.3, IF-EN-410a.2]

Perseroan juga melakukan investasi pada proyek yang sejalan dengan TPB, yaitu pembangunan Jalan Tol Trans-Sumatera. Pembangunan tol tersebut memegang peran kunci bagi pembangunan di Pulau Sumatera dengan menghubungkan Lampung dan Aceh melalui 24 ruas jalan berbeda. Perseroan berhasil merealisasikan 75,4% pencapaian dari target proyek 100% pada tahun 2025. Adapun target dan realisasi dari proyek pada tahun 2025 dapat dilihat pada tabel berikut:

Comparison of Target and Performance of Portfolio, Financing Targets, or Investments In Financial Instruments or Projects Aligned with Sustainable Development [OJK F.3, IF-EN-410a.2]

The Company also invests in projects aligned with the Sustainable Development Goals (SDGs), namely the development of the Trans-Sumatra Toll Road. The toll road development plays a key role in the development of Sumatra Island by connecting Lampung and Aceh through 24 different road sections. The Company achieved 75.4% realization of the 100% project target in 2025. The targets and realizations of the project in 2025 are presented in the following table:

Keterangan Description	Satuan Unit	2025	2024	2023*
Target Target	Dalam Miliar Rupiah In Billion Rupiah	17.065.019	18.472.300	22.892.000
Realisasi Realization	Dalam Miliar Rupiah In Billion Rupiah	12.874.123	14.721.400	14.804.074
Pencapaian Achievement	%	75,4	79,7	64,7

Keterangan/Notes:
*)Disajikan kembali/ Restated

Nilai Ekonomi Langsung yang Dihasilkan dan Didistribusikan [GRI 201-1]

Pada tahun 2025, Perseroan berhasil membukukan kinerja ekonomi yang semakin kuat dan berkelanjutan. Hal ini tercermin dari peningkatan nilai ekonomi yang ditahan (laba) sebesar 11,64%, dari Rp2,77 triliun pada tahun sebelumnya menjadi Rp3,09 triliun. Pencapaian ini didorong oleh keberhasilan Perseroan dalam mengoptimalkan pengelolaan sumber daya serta menjalankan strategi bisnis yang adaptif dan tepat sasaran sepanjang periode pelaporan. Kinerja positif ini menegaskan komitmen Perseroan dalam menciptakan nilai tambah yang berkelanjutan sekaligus memperkuat fondasi pertumbuhan di tengah dinamika ekonomi yang terus berkembang. Sejalan dengan hal tersebut, Perseroan juga terus memastikan distribusi nilai ekonomi yang optimal kepada seluruh pemangku kepentingan. Nilai ekonomi yang dihasilkan dan didistribusikan telah termasuk pendapatan dan beban proyek yang berada di Timor Leste. Di tahun 2023, 2024, dan 2025, Perseroan tidak membagikan Dividen. Adapun rincian nilai ekonomi yang diterima dan didistribusikan oleh Perseroan selama tahun 2025 disajikan sebagai berikut:

Direct Economic Value Generated and Distributed [GRI 201-1]

In 2025, the Company successfully recorded stronger and more sustainable economic performance. This is reflected in the increase in retained economic value (profit) by 11.64%, from IDR2.77 trillion in the previous year to IDR3.09 trillion. This achievement was driven by the Company's success in optimizing resource management and implementing adaptive and well-targeted business strategies throughout the reporting period. This positive performance underscores the Company's commitment to creating sustainable added value while strengthening the foundation for growth amid evolving economic dynamics. In line with this, the Company also continues to ensure the optimal distribution of economic value to all stakeholders. The economic value generated and distributed includes revenues and expenses attributable to the Company's project in Timor-Leste. In 2023, 2024, and 2025, the Company did not distribute any dividends. The details of the economic value generated and distributed by the Company during 2025 are presented as follows:

Tabel Nilai Ekonomi yang Dihasilkan dan Didistribusikan
Table of Economic Value Generated and Distributed

(Dalam Jutaan Rupiah/In Million Rupiah)

Uraian Description	2025	2024	2023
Nilai Ekonomi yang Dihasilkan **Economic Value Generated**			
Pendapatan Operasi Operating Revenue	25.132.919	30.252.293	26.926.321
Pendapatan Keuangan Financial Income	2.180.923	2.621.234	4.625.998
Jumlah Nilai Ekonomi Dihasilkan **Total Economic Value Generated**	27.313.842	**32.873.527**	**31.552.319**
Nilai Ekonomi yang Didistribusikan **Economic Value Distributed**			
Beban Pokok Pendapatan Cost of Revenue	21.271.951	25.978.271	24.568.527
Pembayaran ke Pemerintah Payments to Government	880.231	881.709	754.391
Investasi kepada Masyarakat Community Investments	17.440	24.842	28.519
Gaji dan Remunerasi Karyawan Salaries and Employee Remuneration	497.261	510.987	448.715
Biaya Operasional Operating Expenses	1.558.376	2.711.197	3.879.611
Jumlah Nilai Ekonomi Didistribusikan **Total Economic Value Distributed**	24.225.259	**30.107.005**	**29.679.763**
Nilai Ekonomi yang Ditahan **Economic Value Retained**	3.088.583	**2.766.522**	**1.872.556**

Kewajiban Program Pensiun Manfaat Pasti dan Program Pensiun Lainnya [GRI 201-3]

Komitmen Hutama Karya terhadap program pensiun berakar pada pemahaman bahwa stabilitas keuangan selama masa pensiun adalah aspek mendasar dari kesejahteraan karyawan secara menyeluruh. Untuk itu, Perseroan memberikan imbalan pascakerja yaitu Dana Pensiun Hutama Karya (DAPEN HK) untuk peserta karyawan Program Pensiun Manfaat Pasti (PPMP) dan IFG Life untuk peserta PPMP dan Program Pensiun Iuran Pasti (PPIP). Peserta PPMP merupakan karyawan yang diangkat sebagai karyawan tetap sebelum 1 Desember 2016 dan PPIP diangkat setelah 1 Desember 2016. Selain itu, Perseroan juga mengikutsertakan seluruh karyawan dalam BPJS Jaminan Hari Tua (JHT).

Kewajiban imbalan pasti dihitung setiap tahun oleh aktuaris independen menggunakan metode projected unit credit. Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan estimasi arus kas masa depan menggunakan tingkat imbal hasil Obligasi Pemerintah yang sesuai dengan mata uang dan jangka waktu kewajiban pensiun. Kewajiban imbalan pasti dihitung setiap tahun oleh aktuaris independen. Besaran iuran Dapen dan IFG Life mengalami perubahan sesuai dengan hasil valuasi aktuaria yang tertuang dalam Laporan Aktuaris Nomor 100/LA-DP/KKAICS/III-2024 menjadi 22,16% setiap bulan dengan ketentuan 17,16% merupakan beban Perusahaan dan 5% merupakan beban karyawan.

Apabila manfaat yang diterima karyawan dari program pensiun lebih rendah dibandingkan manfaat yang diwajibkan berdasarkan peraturan ketenagakerjaan, Perseroan melakukan penyisihan atas kekurangan tersebut guna memastikan pemenuhan hak karyawan. Tambahan penyisihan imbalan sesuai ketentuan ketenagakerjaan tersebut tidak didanai dan dikelola sebagai bagian dari kewajiban imbalan kerja Perseroan.

Obligations of Defined Benefit Pension Plans and Other Retirement Plans [GRI 201-3]

Hutama Karya's commitment to pension programs is based on the understanding that financial stability during retirement is a fundamental aspect of overall employee welfare. Accordingly, the Company provides post-employment benefits through Dana Pensiun Hutama Karya (DAPEN HK) for employees participating in the Defined Benefit Pension Plan (PPMP) and IFG Life for participants of both the PPMP and Defined Contribution Pension Plan (PPIP). PPMP participants are employees appointed as permanent employees before December 1, 2016, while PPIP participants are those appointed after December 1, 2016. In addition, the Company also enrolls all employees in the BPJS Old Age Security (JHT) program.

Defined benefit obligations are calculated annually by an independent actuary using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting estimated future cash flows using the yield rate of Government Bonds that corresponds to the currency and maturity profile of the pension obligations. The defined benefit obligation is assessed annually by an independent actuary. The contribution rates for the Pension Fund (Dapen) and IFG Life are adjusted in accordance with the actuarial valuation results set forth in Actuarial Report No. 100/LA-DP/KKAICS/III-2024, resulting in a monthly contribution rate of 22.16%, of which 17.16% is borne by the Company and 5.00% is borne by employees.

If the benefits received by employees under the pension program are lower than those required under applicable labor regulations, the Company recognizes a provision for the shortfall to ensure the fulfillment of employees' entitlements. Such additional employee benefit provisions required under labor regulations are unfunded and are accounted for as part of the Company's employee benefit obligations.

Jumlah Karyawan yang Diikutsertakan dalam Program Pensiun
Number of Employees Enrolled in Pension Programs

Program Program	2025	2024	2023
Program Pensiun Manfaat Pasti Defined Benefit Pension Plan (PPMP)	494	526	615
Program Pensiun Iuran Pasti Defined Contribution Pension Plan (PPIP)	626	572	507
Program Jaminan Hari Tua Old Age Security Program (JHT)	1.120	1.098	1.122

Keterangan Description	Lembaga Pengelola Managing Institution	Tenaga Kerja Employee	Perusahaan Company
Tabungan Pensiun Hutama Karya Hutama Karya Pension Savings	Dapen	5%	17,16%
	IFG	5%	17,16%
Jaminan Hari Tua Old Age Security (JHT)	BPJS TK	2%	3,74%
Jaminan Pensiun Pension Program	BPJS TK	1%	2%

Bantuan Finansial dari Pemerintah [GRI 201-4]

Di tahun 2025, Perseroan tidak menerima bantuan dalam bentuk apapun dari Pemerintah.

Government Financial Assistance [GRI 201-4]

In 2025, the Company did not receive any form of assistance from the Government.

Keberadaan Pasar

Perseroan memberikan kesempatan bagi masyarakat lokal untuk berkontribusi dan berdedikasi bersama Hutama Karya. Seluruh karyawan lokal yang diterima telah memenuhi kualifikasi yang ditentukan guna menjaga kinerja perusahaan. Selain itu, upaya ini menjadi salah satu kontribusi Perseroan terhadap pertumbuhan ekonomi lokal. Pada tahun 2025, 2,17% EVP atau setingkat dan 13,16% karyawan merupakan karyawan lokal yang berasal dari DKI Jakarta.

Market Presence

The Company provides opportunities for local communities to contribute and dedicate themselves alongside Hutama Karya. All local employees recruited have met the required qualifications to maintain the Company's performance. In addition, this initiative serves as one of the Company's contributions to local economic growth. In 2025, 2.17% of EVP-level employees or equivalent and 13.16% of employees are local employees originating from DKI Jakarta.

Dampak Ekonomi Tidak Langsung

Investasi Infrastruktur dan Dukungan Layanan

PT Hutama Karya (Persero) bersama PT Core Indonesia pada tahun 2024 menyusun kajian mengenai Dampak Ekonomi Jalan Tol Trans Sumatera. Tujuan dari dilakukannya kajian ini adalah mengetahui situasi dampak manfaat dan nilai yang dihasilkan oleh pembangunan Jalan Tol Trans Sumatera, serta mengidentifikasi nilai yang berpotensi diperoleh pemerintah pusat maupun pemerintah daerah dari nilai dampak manfaat pembangunan yang dibangkitkan proyek Jalan Tol Trans Sumatera. *Detail* dampak ekonomi dan dampak fiskal pada masing-masing ruas Jalan Tol Trans Sumatera apabila semua ruas telah tersambung adalah sebagai berikut:

Indirect Economic Impacts

Infrastructure Investment and Service Support

PT Hutama Karya (Persero), together with PT Core Indonesia, conducted a study in 2024 on the Economic Impact of the Trans-Sumatra Toll Road. The objective of this study is to understand the impact, benefits, and value generated by the development of the Trans-Sumatra Toll Road, as well as to identify the potential value that may be obtained by the central and regional governments from the economic benefits generated by the project. Detailed economic and fiscal impacts for each Trans-Sumatra Toll Road section, once fully connected, are presented below:

Tabel 2.8 Dampak Ekonomi dan Dampak Fiskal Jalan Tol Trans Sumatera
Table 2.8 Economic and Fiscal Impact of the Trans-Sumatra Toll Road

Nama Ruas JTTS Name of JTTS Toll Road Section	**Jarak (Km)** Distance (Km)	**Peningkatan Nilai Tambah (Rp Miliar)** Increase in Value Added (Billion Rupiah)	**Peningkatan Pajak Pusat (Rp Miliar)** Increase in Central Government Tax Revenue (Billion Rupia)	**Peningkatan Penerimaan Daerah (Rp Miliar)** Increase in Regional Revenue (Billion Rupia)	**BCR Mikro + Makro** BCR Micro + Macro	**ENPV Mikro + Makro (Rp Miliar)** ENPV Micro + Macro (Billion Rupia)	**EIRR Mikro + Makro (%)** EIRR Micro + Macro (%)
Tahap I Stage I							
Medan-Binjai	17,43	5.446,32	565,87	2.744,96	7,31	38.480,94	25,58
Palembang-Sp. Indralaya	22,00	6.772,42	698,47	3.700,29	3,97	18.483,49	16,35
Pekanbaru-Dumai	132,03	41.266,74	4.287,59	13.530,01	7,52	183.527,42	21,25
Bakauheni-Terbanggi Besar	141,00	26.826,76	2.787,26	15.761,83	4,29	107.993,84	17,88
TBPPKA	189,00	44.929,18	4.668,12	25.523,65	6,13	206.392,0	26,18
Binjai-Pangkalan Brandan	57,50	17.966,75	1.866,73	9.055,41	3,92	58.657,22	17,35
Sigli-Banda Aceh	74,20	23.346,31	2.425,68	23.450,77	3,42	47.205,3	15,25
Sp. Indralaya-Prabumulih	64,50	19.708,94	2.047,75	10.848,59	3,34	45.529,11	13,45
Bengkulu-Taba Penanjung	16,70	8.571,23	890,56	6.910,71	2,66	12.090,04	12,66
Pekanbaru-Koto Kampar	64,70	20.222,37	2.101,12	6.630,22	4,10	50.762,11	14,01

Nama Ruas JTTS Name of JTTS Toll Road Section	**Jarak (Km)** Distance (Km)	**Peningkatan Nilai Tambah (Rp Miliar)** Increase in Value Added (Billion Rupiah)	**Peningkatan Pajak Pusat (Rp Miliar)** Increase in Central Government Tax Revenue (Billion Rupia)	**Peningkatan Penerimaan Daerah (Rp Miliar)** Increase in Regional Revenue (Billion Rupia)	**BCR Mikro + Makro** BCR Micro + Macro	**ENPV Mikro + Makro (Rp Miliar)** ENPV Micro + Macro (Billion Rupia)	**EIRR Mikro + Makro (%)** EIRR Micro + Macro (%)
Kisaran-Indrapura	48,00	14.998,32	1.558,34	7.559,33	6,83	75.724,53	28,29
Kuala Tanjung-Pematang Siantar	93,00	29.059,21	3.019,25	14.646,15	4,22	69.968,89	16,62
Sicincin-Padang	36,60	23.182,52	2.408,67	15.580,83	2,29	17.100,38	11,11
Tahap II **Stage II**							
Betung-Jambi	170,00	55.385,37	5.754,50	29.836,07	2,71	82.913,25	15,67
Jambi-Rengat	198,00	67.112,63	6.973,01	29.754,24	2,13	72.669,54	11,83
Rengat-Pekanbaru	207,00	64.699,05	6.722,25	21.212,65	1,29	16.902,27	7,63
Pelabuhan Panjang-Lematang	11,20	2.132,80	221,61	1.253,14	7,22	31.665,25	20,66
Kapal Betung Seksi 2B dan 3	69,19	21.291	2.277,62	10.395,40	3,83	93.364,44	16,55
Tahap III **Stage III**							
Pangkalan Brandan-Langsa	73,50	23.076,94	2.397,69	19.646,65	2,36	31.534,34	13,24
Dumai-Rantauprapat	181,00	56.568,60	5.877,51	20.968,62	3,68	151.584,01	16,12
Langsa-Lhokseumawe	134,00	42.161,84	4.380,62	42.350,38	8,20	310.289,46	20,03
Lhokseumawe-Sigli	157,00	49.398,61	5.132,49	49.619,44	5,10	229.901,03	16,29
Rantauprapat-Kisaran	111,50	34.839,86	3.619,86	17.559,56	5,37	155.154,82	18,69
Tahap IV **Stage IV**							
Pematang Siantar-Parapat*	50,00	15.623,23	1.623,25	7.874,33	7,40	27.670,20	40.17
Prabumulih-Muara Enim	56,00	17.111,65	1.777,92	9.418,91	3,53	48.387,65	17,53
Muara Enim-Lubuk Linggau	112,00	34.223,33	3.555,79	18.837,91	3,92	93.318,	13.72
Lubuk Linggau-Taba Penanjung	80,00	40.343,21	4.191,67	32.257,84	2,51	58.612,31	10,58
Koto Kampar-Sicincin	154,00	97.543,88	10.134,84	65.558,75	1,57	30.316,78	9,78
Parapat-Sibolga	120,00	31.871,44	3.311,44	16.063,56	5,91	209.816,2	17,91
Batu Ampar-Hang Nadim	20,00	9.590,82	996,49	3.291,50	1,92	7.137,4	11,58

*belum menyertakan biaya investasi
Sumber: Kajian Dampak Ekonomi & Sosial JTTS, Core Indonesia 2024

*Investment cost not included
Source: Economic & Social Impact Study of JTTS, Core Indonesia 2024

Manfaat dari Jalan Tol Trans Sumatera bukan hanya ketika telah terbangun dan beroperasi, namun juga ketika masa konstruksi atau pembangunan. Pembangunan proyek dengan biaya investasi besar akan memacu roda perekonomian di daerah tersebut. Hal ini disebabkan karena meningkatnya uang yang beredar, akan memicu peningkatan konsumsi masyarakat. Ketika konsumsi meningkat, lapangan kerja akan membutuhkan tambahan pekerja baru.

The benefits of the Trans-Sumatra Toll Road are not only realized once it is completed and operational, but also during the construction phase. The development of large-scale infrastructure projects stimulates economic activity in the surrounding regions. This is driven by an increase in money circulation, which leads to higher household consumption. As consumption rises, the labor market requires additional workers, thereby creating new employment opportunities.

Dampak Ekonomi Tidak Langsung yang Signifikan

Melalui program TJSL, Hutama Karya berupaya menciptakan hubungan simbiosis yang tidak hanya meningkatkan reputasi Perseroan, tetapi juga menghasilkan nilai bersama bagi Perseroan

Significant Indirect Economic Impacts

Through its Corporate Social and Environmental Responsibility (TJSL) program, Hutama Karya seeks to create a symbiotic relationship that not only enhances the Company's reputation

dan masyarakat yang terlibat. Upaya ini dilakukan melalui berbagai pilar, yakni sosial, ekonomi, lingkungan, hukum, dan tata kelola serta berfokus pada bidang prioritas, yaitu bidang pendidikan, lingkungan, dan pengembangan usaha mikro dan usaha kecil (UMK). Perseroan berdedikasi untuk memberikan dampak positif secara berkesinambungan. Dengan demikian, peran Perseroan sebagai warga korporasi yang bertanggung jawab pun makin kuat.

but also generates shared value for both the Company and the communities involved. This effort is carried out through various pillars, namely social, economic, environmental, legal, and governance, and focuses on priority areas such as education, the environment, and micro and small enterprise (MSE) development. The Company is committed to delivering sustainable positive impacts. In this way, the Company's role as a responsible corporate citizen is further strengthened.

Program	**Tujuan Pembangunan Berkelanjutan** Sustainable Development Goals	**Pemangku Kepentingan yang Terdampak** Affected Stakeholders	**Signifikansi Dampak** Impact Significance
Sentra Kriya Ogan Ilir	TPB 4, TPB 8, TPB 9, TPB 11, TPB 17 SDGs 4, SDGs 8, SDGs 9, SDGs 11, SDGs 17	Lokasi pelaksanaan program ini berada di Kabupaten Ogan Ilir, Sumatera Selatan sebagai salah satu daerah yang termasuk ke dalam ring 1 poros Jalan Tol Trans Sumatera. 67 penerima manfaat langsung: - 2 kelompok binaan - Anggota Kelompok Usaha Bersama (KUB) Usang Sungging 30 orang - Anggota Koperasi Gebeng Maju Berjaya 35 orang 7 penerima manfaat tidak langsung: - Pemateri pelatihan 4 orang - Dinas Perindustrian, Perdagangan, Koperasi, dan UKM Kabupaten Ogan Ilir - Mitra implementator lapangan - PT Hutama Karya (Persero) The program is implemented in Ogan Ilir Regency, South Sumatra, as one of the areas included in Ring 1 of the Trans Sumatra Toll Road corridor. 67 direct beneficiaries: - 2 beneficiary groups - Members of Joint Business Group (KUB) Usang Sungging: 30 people - Members of Gebeng Maju Berjaya Cooperative: 35 people 7 indirect beneficiaries: - Training instructors: 4 people - Department of Industry, Trade, Cooperatives, and SMEs of Ogan Ilir Regency - Field implementing partners - PT Hutama Karya (Persero)	Berdasarkan perolehan data di lapangan diketahui program Sentra Kriya Ogan Iliryang dilaksanakan oleh PT Hutama Karya (Persero) menciptakan manfaat yang dapat dikategorikan ke dalam manfaat secara ekonomi dan sosial, dengan dampak signifikan bagi penguatan ekonomi kreatif dan pelestarian budaya lokal. Hasil perhitungan *Social Return on Investment* (SROI) dengan total investasi sebesar Rp597 juta menghasilkan manfaat terukur sebesar Rp1,5 miliar dengan nilai SROI 2,40. Artinya setiap Rp1 yang diinvestasikan memberikan nilai manfaat sosial dan ekonomi sebesar Rp2,40 dan waktu pengembalian investasi (*payback period*) selama 11 bulan 8 hari. Nilai ini menunjukan efektivitas dan efisiensi program dalam menciptakan dampak yang berkelanjutan bagi masyarakat. Program ini memberikan kontribusi penting pada dua pilar utama yaitu ekonomi dan sosial. Pada pilar ekonomi, manfaat terbesar berasal dari peningkatan pendapatan langsung para pengrajin serta efisiensi biaya investasi melalui pengadaan peralatan produksi modern seperti mesin CNC dan alat *press* logam. Dukungan ini berhasil mengeliminasi beban modal awal sehingga kelompok binaan dapat mengalokasikan sumber daya finansial mereka untuk memperkuat stok bahan baku dan pengembangan usaha secara mandiri. Pada pilar sosial, program ini berhasil meningkatkan kapasitas dan kompetensi pegrajin melalui rangkaian pelatihan teknis yang intensif. Selain itu, ketersediaan fasilitas produksi kolektif telah memperkuat kohesi sosial dan kolaborasi antar anggota kelompok yang kini memiliki jadwal rutin untuk berkumpul dan berinovasi bersama. Dampak ini tidak hanya dirasakan oleh para pengrajin di KUB Usang Sungging dan Koperasi Gebeng Maju Berjaya, tetapi juga memberikan nilai tambah bagi instansi pemerintah dan mitra strategis yang terlibat dalam ekosistem pengembangan produk lokal. Di samping itu, Kabupaten Ogan Ilir adalah area yang dilintasi langsung oleh Jalan Tol Trans Sumatera (JTTS) ruas Palembang-Indralaya dan Indralaya-Prabumulih. Dengan adanya program ini, menggambarkan kepedulian PT Hutama Karya (Persero) terhadap pemberdayaan ekonomi lokal yang berdampak pada peningkatan nilai tambah positif perusahaan di masyarakat. Based on field data, the Sentra Kriya Ogan Ilir program implemented by PT Hutama Karya (Persero) generates benefits categorized into economic and social impacts, with significant contributions to strengthening the creative economy and preserving local culture. The Social Return on Investment (SROI) calculation, with a total investment of IDR597 million, generated measurable benefits of IDR1.5 billion, resulting in an SROI value of 2.40. This means that every IDR1 invested generates IDR2.40 in social and economic value, with a payback period of 11 months and 8 days. This result demonstrates the program's effectiveness and efficiency in creating sustainable community impact. The program provides significant contributions to two main pillars: economic and social. On the economic pillar, the greatest benefits come from increased income for artisans and cost efficiency through investment in modern production equipment such as CNC machines and metal pressing tools. This support eliminates initial capital burdens, allowing beneficiary groups to allocate financial resources toward strengthening raw material inventory and independent business development. On the social pillar, the program enhances artisans' capacity and competencies through intensive technical training. In addition, shared production facilities strengthen social cohesion and collaboration among members, who now regularly gather and innovate together. These impacts are not only felt by members of KUB Usang Sungging and Gebeng Maju Berjaya Cooperative, but also add value to government institutions and strategic partners involved in the local product development ecosystem.

Program	Tujuan Pembangunan Berkelanjutan Sustainable Development Goals	Pemangku Kepentingan yang Terdampak Affected Stakeholders	Signifikansi Dampak Impact Significance
			Furthermore, Ogan Ilir Regency is directly traversed by the Trans Sumatra Toll Road (JTTS) corridors of Palembang–Indralaya and Indralaya–Prabumulih. Through this program, PT Hutama Karya (Persero) demonstrates its commitment to local economic empowerment, contributing positively to the Company's social value creation within the community.
HK Urban HabitSphere	TPB 3, TPB 5, TPB 6, TPB 11, TPB 12, TPB 13, TPB 17 SDGs 3, SDGs 5, SDGs 6, SDGs 11, SDGs 12, SDGs 13, SDGs 17	Lokasi pelaksanaan program ini yaitu di Cibubur, Jakarta Timur. *Stakeholder*: - PT Hutama Karya (Persero) - 40 orang karyawan PT Hutama Karya (Persero) - 25 BPS RW 05 Cibubur - 450 orang Warga RW 05 Cibubur - Warga RW 12 Malaka Jaya - 9 orang Narasumber Sosialisasi - 2 orang Narasumber Pelatihan Lokasi The program is implemented in Cibubur, East Jakarta. Stakeholders: - PT Hutama Karya (Persero) - 40 employees of PT Hutama Karya (Persero) - 25 BPS RW 05 Cibubur - 450 residents of RW 05 Cibubur - Residents of RW 12 Malaka Jaya - 9 socialization resource persons - 2 training resource persons	Program HK Urban *HabitSphere*: Revitalisasi Ekosistem Lokal untuk Pengembangan Kawasan Berkelanjutan secara aktif berkontribusi pada pencapaian Tujuan Pembangunan Berkelanjutan dengan menitikberatkan pada peningkatan kualitas hidup masyarakat. Program ini mengintegrasikan berbagai aspek penting, termasuk kesetaraan *gender*, akses terhadap air bersih dan sanitasi, pengelolaan kota dan pemukiman yang layak, serta pelestarian lingkungan yang berkelanjutan. Selain itu, program ini mendorong perubahan perilaku masyarakat melalui pendekatan edukatif dan partisipatif yang secara bersamaan meningkatkan kesadaran kolektif tentang pentingnya menjaga kelestarian lingkungan. Dengan pendekatan yang holistic, program ini tidak hanya menciptakan manfaat langsung bagi masyarakat tetapi juga membangun fondasi yang kokoh untuk keberlanjutan ekosistem lokal di masa depan. Berdasarkan hasil perhitungan SROI diperoleh angka sebesar 9,32 untuk program ini, artinya setiap Rp1 yang diinvestasikan menghasilkan dampak sosial senilai Rp9,32. Rasio SROI ini mengindikasikan bahwa manfaat yang diterima oleh masyarakat dan lingkungan jauh melebihi biaya investasi yang dikeluarkan. Dengan total dampak sosial sebesar Rp2,63 miliar dari nilai investasi sebesar Rp282 juta. Hal ini menegaskan bahwa program ini berhasil menciptakan manfaat sosial yang signifikan dan menjadikannya salah satu langkah strategis yang efektif untuk mendorong pembangunan berkelanjutan. The HK Urban HabitSphere Program: Revitalization of Local Ecosystems for Sustainable Area Development actively contributes to the achievement of the Sustainable Development Goals by emphasizing improvements in community quality of life. The program integrates various key aspects, including gender equality, access to clean water and sanitation, sustainable cities and communities, and environmental conservation. In addition, the program encourages behavioral change within the community through an educational and participatory approach that simultaneously increases collective awareness of the importance of environmental preservation. With a holistic approach, the program not only creates direct benefits for the community but also builds a strong foundation for the long-term sustainability of the local ecosystem. Based on the SROI calculation, the program achieved a value of 9.32, meaning that every IDR1 invested generates IDR9.32 in social impact. This SROI ratio indicates that the benefits received by the community and the environment far exceed the investment costs incurred. With a total social impact of IDR2.63 billion from an investment value of IDR282 million, this confirms that the program has successfully created significant social benefits and serves as an effective strategic initiative to promote sustainable development.

Praktik Pengadaan Barang dan Jasa [GRI 204-1]

Perseroan menerapkan standar, kebijakan, dan prosedur pemilihan pemasok/kontraktor yang terstruktur dan transparan. Proses seleksi dilakukan melalui evaluasi komprehensif yang meliputi aspek administratif, teknis, komersial, serta kepatuhan terhadap regulasi dan prinsip keberlanjutan (*Environmental, Social, and Governance*/ESG). Melalui mekanisme ini, perusahaan memastikan bahwa pemasok/kontraktor yang terpilih tidak hanya memenuhi kualifikasi yang dipersyaratkan, tetapi juga memiliki komitmen terhadap praktik usaha yang beretika, bertanggung jawab, dan berkelanjutan.

Procurement Practices for Goods and Services [GRI 204-1]

The Company implements structured and transparent supplier/contractor selection standards, policies, and procedures. The selection process is carried out through a comprehensive evaluation covering administrative, technical, commercial aspects, as well as compliance with regulations and Environmental, Social, and Governance (ESG) principles. Through this mechanism, the Company ensures that selected suppliers/contractors not only meet the required qualifications but also demonstrate commitment to ethical, responsible, and sustainable business practices.

Perseroan menempatkan pemasok sebagai mitra kerja untuk tumbuh bersama. Menjalin kemitraan dan turut mengembangkan kompetensi pemasok lokal merupakan program kerja keberlanjutan Hutama Karya. Program kerja ini bertujuan untuk meningkatkan pendapatan riil dan menciptakan lapangan pekerjaan bagi masyarakat sekitar.

The Company positions suppliers as business partners for mutual growth. Establishing partnerships and developing the competencies of local suppliers is part of Hutama Karya's sustainability program. This initiative aims to increase real income and create employment opportunities for surrounding communities.

Upaya perseroan untuk memastikan bahwa rantai nilainya ramah lingkungan atau selaras dengan upaya mempromosikan pembangunan berkelanjutan Perusahaan berkomitmen untuk memastikan bahwa seluruh rantai nilai berjalan selaras dengan prinsip pembangunan berkelanjutan. Upaya tersebut dilakukan melalui penerapan kebijakan dan prosedur yang mengintegrasikan aspek lingkungan, sosial, dan tata kelola (*Environmental, Social, and Governance*/ESG) dalam setiap tahapan kegiatan, termasuk dalam proses pengadaan barang/jasa. Perseroan mendorong penggunaan material dan produk yang ramah lingkungan, efisiensi penggunaan sumber daya, serta kepatuhan terhadap peraturan perundang-undangan yang berlaku. Selain itu, perseroan juga melakukan seleksi dan evaluasi terhadap pemasok/kontraktor dengan mempertimbangkan kinerja keberlanjutan, termasuk aspek pengelolaan lingkungan dan tanggung jawab sosial. Melalui pendekatan ini, perseroan berupaya membangun rantai nilai yang tidak hanya mendukung kinerja operasional, tetapi juga memberikan dampak positif terhadap lingkungan dan masyarakat secara berkelanjutan.

The Company's efforts to ensure that its value chain is environmentally friendly and aligned with the promotion of sustainable development reflect its commitment to ensuring that all value chain activities operate in accordance with sustainability principles. These efforts are implemented through the adoption of policies and procedures that integrate Environmental, Social, and Governance (ESG) aspects across all stages of operations, including in the procurement of goods and services. The Company promotes the use of environmentally friendly materials and products, efficient utilization of resources, and compliance with applicable laws and regulations. In addition, the Company conducts the selection and evaluation of suppliers and contractors by taking into account sustainability performance, including environmental management and social responsibility aspects. Through this approach, the Company seeks to establish a value chain that not only supports operational performance but also delivers positive and sustainable impacts on the environment and society.

Sepanjang 2025, Perseroan melibatkan 754 pemasok lokal telah menjadi bagian rantai pasok Hutama Karya, atau 100% dari total jumlah pemasok. Pemasok lokal diartikan sebagai entitas usaha yang terdaftar dan berdomisili di wilayah hukum Republik Indonesia.

Throughout 2025, the Company engaged 754 local suppliers as part of Hutama Karya's supply chain, representing 100% of the total number of suppliers. Local suppliers are defined as business entities registered and domiciled within the jurisdiction of the Republic of Indonesia.

Lokasi operasi yang signifikan yaitu lokasi operasional Perseroan yang berada di seluruh wilayah di Indonesia.

Significant operating locations comprise the Company's operational sites located throughout Indonesia.

Pemasok Barang dan Jasa Tahun 2023-2025
Goods and Services Suppliers 2023–2025

Keterangan Description	Jumlah Pemasok Number of Suppliers			Nilai Kontrak Pekerjaan (dalam Jutaan Rupiah) Contract Value (in Million Rupiah)		
	2025	2024	2023	2025	2024	2023
Barang Goods	135	135	97	2.186.697	3.308.142	1.742.713
Jasa Services	622	235	122	21.125.638	29.258.528	12.464.441
Total	**757**	**370**	**219**	**23.312.335**	**32.566.670**	**14.207.154**

Penilaian Lingkungan dan Sosial Pemasok

Environmental and Social Assessment of Suppliers

Untuk memastikan bahwa prinsip-prinsip tata kelola perusahaan yang baik (GCG) diterapkan di seluruh rantai pasokan Perseroan, Perseroan telah mengembangkan Pedoman Pengadaan Barang dan Jasa di Lingkungan Hutama Karya sesuai Peraturan Direksi PT Hutama Karya (Persero) NOMOR PER-10/HK/IX/2025 Tentang

To ensure that the principles of Good Corporate Governance (GCG) are implemented throughout the Company's supply chain, the Company has developed the Procurement Guidelines for Goods and Services within Hutama Karya in accordance with the Board of Directors Regulation of PT Hutama Karya (Persero) Number PER-

Pedoman Pengadaan Barang/Jasa PT Hutama Karya (Persero). Kebijakan ini mengatur kriteria terkait aspek-aspek LST yang harus dipenuhi oleh pemasok.

Dalam rangka mendorong pertumbuhan industri dalam negeri, Hutama Karya berkomitmen untuk mengupayakan pendayagunaan Barang/Jasa hasil produksi dalam Negeri serta UMKM. Hal ini ditunjukan dengan pembentukan Tim Peningkatan Penggunaan Produk Dalam Negeri (P3DN) melalui Surat Keputusan Direksi Perusahaan guna memonitor dan memastikan penggunaan komponen dalam negeri dalam Pengadaan Barang/Jasa.

Dalam upaya menciptakan lingkungan kerja yang transparan, akuntabel dan beretika tinggi sejalan dengan penerapan *Good Corporate Governance* (GCG) guna menjaga integritas, keandalan pelaporan keuangan, dan reputasi perusahaan, maka perusahaan berkomitmen untuk menerapkan Anti-*Fraud* dalam pelaksanaan bisnisnya, oleh karena itu seluruh calon rekanan harus menyerahkan Surat Komitmen Penerapan Anti Suap/Pakta Integritas.

Sesuai Prosedur Pengadaan Barang dan Jasa Nomor CBP/SCM/P/001, telah diatur kriteria LST yang harus dipenuhi oleh pemasok, antara lain: Persyaratan terkait Keselamatan, Kesehatan Kerja dan Lingkungan (K3L/HSE) dan Persyaratan terkait Mutu (*Quality*), selain itu beberapa syarat teknis yang harus dipenuhi dalam rangka mendorong pengadaan dengan prinsip keberlanjutan yaitu dengan memprioritaskan penggunaan:

- Produk Dalam Negeri; atau
- Produk bersertifikat Standar Nasional Indonesia (SNI); atau
- Produk Usaha Mikro, Usaha Kecil dan Koperasi dari hasil produk dalam negeri; atau
- Produk Ramah Lingkungan Hidup.

Pemenuhan kriteria-kriteria di atas menjadi bagian dalam proses seleksi dan evaluasi kinerja pemasok.

Seleksi dan evaluasi dilakukan dengan penilaian berdasarkan kriteria serta bobot yang telah ditentukan untuk mengukur risiko yang kemungkinan dapat timbul. Pemasok harus memenuhi nilai yang telah ditentukan untuk dapat bekerja sama dengan Perseroan. Nilai minimumnya, yaitu 70, atau minimal masuk kategori "BAIK". Untuk memastikan kinerja keberlanjutan pemasok, Perseroan melakukan evaluasi setiap tiga bulan sekali.

Rekanan bisnis Perseroan mencakup kontraktor dan pemasok di berbagai bidang, termasuk pemasok bahan bangunan, teknologi, dan perangkat lunak; konsultan sipil, perencanaan, dan pengawasan; kontraktor pelaksanaan pekerja, alat, dan peralatan konstruksi serta pengerah jasa tenaga kerja dan lain-lain.

Sepanjang tahun 2025, Perseroan telah mengevaluasi seluruh (100%) pemasok dan mitra kerja baru. Berdasarkan evaluasi yang dilakukan, tidak ada pemutusan kontrak kerja dengan pemasok dan mitra kerja akibat pelanggaran dalam pengelolaan LST sesuai regulasi maupun standar Perseroan.

10/HK/IX/2025 concerning the Procurement Guidelines for Goods/Services of PT Hutama Karya (Persero). This policy stipulates criteria related to Environmental, Social, and Governance (ESG) aspects that must be fulfilled by suppliers.

In supporting the growth of domestic industries, Hutama Karya is committed to promoting the utilization of domestically produced goods/services as well as Micro, Small, and Medium Enterprises (MSMEs). This commitment is demonstrated through the establishment of the Domestic Product Utilization Improvement Team (P3DN) based on a Board of Directors Decree to monitor and ensure the use of domestic components in the procurement of goods and services.

In an effort to create a transparent, accountable, and highly ethical work environment in line with the implementation of good corporate governance, and to maintain integrity, reliability of financial reporting, and the Company's reputation, the Company is committed to implementing Anti-Fraud practices in its business activities. Therefore, all prospective business partners are required to submit an Anti-Bribery Commitment Letter/Integrity Pact.

In accordance with the Goods and Services Procurement Procedure Number CBP/SCM/P/001, ESG-related criteria that must be fulfilled by suppliers have been established, including requirements related to Occupational Health, Safety, and Environment (HSE/OHS) and Quality requirements. In addition, several technical requirements are applied to promote sustainable procurement principles by prioritizing the use of:

- Domestic Products; or
- Products certified with the Indonesian National Standard (SNI); or
- Products from Micro Enterprises, Small Enterprises, and Cooperatives based on domestic production; or
- Environmentally Friendly Products

Compliance with the above criteria forms part of the supplier selection and performance evaluation process.

Selection and evaluation are conducted based on predetermined criteria and weighting to measure potential risks that may arise. Suppliers are required to meet the established minimum score to be eligible to collaborate with the Company. The minimum threshold is 70, or at least within the "GOOD" category. To ensure supplier sustainability performance, the Company conducts evaluations on a quarterly basis.

The Company's business partners include contractors and suppliers across various sectors, including suppliers of construction materials, technology, and software; civil, planning, and supervision consultants; contractors for workforce execution, equipment, and construction tools; as well as labor service providers and others.

Throughout 2025, the Company has evaluated all (100%) new suppliers and business partners. Based on the evaluations conducted, there were no terminations of contracts with suppliers and business partners due to violations in ESG management in accordance with applicable regulations and the Company's standards.

Keterangan Description	Total Pemasok Total Suppliers	Pemasok yang Telah Dinilai Terkait Aspek LST Suppliers Assessed on ESG Aspects
2025	754	754 (100%)
2024	370	370 (100%)
2023	219	219 (100%)

Anti Korupsi

Operasi-Operasi yang Dinilai Memiliki Risiko Terkait Korupsi [GRI 205-1, IF-EN-510a.1, IF-EN-510a.3]

Sejalan dengan penerapan antikorupsi, Perseroan telah tersertifikasi ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) untuk mendorong aktivitas bisnis yang lebih transparan, akuntabel, dan meningkatkan kepercayaan pemangku kepentingan. Perseroan menerapkan *zero tolerance* terhadap segala bentuk korupsi, termasuk penyuapan. Setiap pelanggaran akan dikenakan sanksi yang ketat. Komitmen Perseroan terhadap antikorupsi diuraikan dalam kode etik, kebijakan antikorupsi, dan kebijakan antisuap. Kebijakan ini berlaku bagi seluruh insan Hutama Karya, mitra kerja, dan kontraktor.

Untuk mengintegrasikan komitmen Perseroan terhadap antikorupsi dan penyuapan, Perseroan secara rutin melakukan pelatihan penyegaran kepada karyawan, mitra kerja, dan kontraktor. Selama tahun 2025, Perseroan melakukan komunikasi dan sosialisasi antikorupsi melalui *Whatsapp Broadcast*, Pemutaran Video SMAP setiap Rapat Koordinasi dan HK Academy, serta penandatanganan pakta integritas oleh seluruh karyawan dan calon mitra bisnis. Bagi karyawan yang bertugas di lokasi proyek, sosialisasi dilakukan ketika tinjauan manajemen kepada seluruh manajer proyek per wilayah. Kemudian, manajer proyek bertugas meneruskan sosialisasi di lokasi masing-masing.

Perseroan menyadari adanya potensi tindak korupsi pada setiap fungsi , dengan kata lain, seluruh kegiatan operasi (100%) dinilai memiliki risiko terkait dengan korupsi. Oleh sebab itu, Perseroan melakukan identifikasi pada fungsi-fungsi yang dinilai memiliki risiko tinggi terhadap korupsi pada setiap unit bisnis/divisi dan anak perusahaan. Identifikasi tersebut dilakukan menggunakan *Risk Management System* (RMS) *tools* yang dikelola oleh Divisi Pengelolaan Risiko. Melalui hasil identifikasi tersebut, Perseroan menemukan potensi risiko signifikan pada pengadaan material barang strategis di proyek. Meskipun demikian, Perseroan telah menjalankan sistem pengadaan yang komprehensif menggunakan HK Circle untuk mitigasi potensi risiko tersebut. Selain itu, Perseroan mewajibkan calon pemasok untuk mengikuti sosialisasi SMAP serta menandatangani komitmen anti penyuapan dan/atau pakta integritas. Selain itu, sepanjang tahun 2025, Perseroan tidak memiliki wilayah operasional yang berada di negara dengan tingkat risiko korupsi tinggi, sebagaimana tercermin dalam daftar 20 peringkat terendah pada *Transparancy International's Corruption Perception Index* (CPI).

Anti-Corruption

Operations Assessed as Having Corruption-Related Risks [GRI 205-1, IF-EN-510a.1, IF-EN-510a.3]

In line with the implementation of anti-corruption principles, the Company has obtained ISO 37001:2016 Anti-Bribery Management System (ABMS) certification to promote more transparent and accountable business activities and to enhance stakeholder trust. The Company applies zero tolerance toward all forms of corruption, including bribery. Any violation will be subject to strict sanctions. The Company's commitment to anti-corruption is outlined in its Code of Conduct, anti-corruption policy, and anti-bribery policy. These policies apply to all Hutama Karya personnel, business partners, and contractors.

To integrate the Company's commitment to anti-corruption and anti-bribery, regular refresher training is conducted for employees, business partners, and contractors. During 2025, the Company carried out anti-corruption communication and socialization through WhatsApp broadcasts, SMAP video screenings during coordination meetings and HK Academy sessions, as well as the signing of integrity pacts by all employees and prospective business partners. For employees working at project sites, socialization is conducted during management reviews with project managers across regions, who then disseminate the information within their respective sites.

The Company recognizes the potential for corruption across all functions; in other words, 100% of its operational activities are assessed as having corruption-related risks. Accordingly, the Company identifies functions deemed to have a high risk of corruption across each business unit/division and subsidiary. This identification process is conducted using the Risk Management System (RMS) tools managed by the Risk Management Division. Based on the results of this assessment, the Company identified significant potential risks associated with the procurement of strategic materials for projects. Nevertheless, the Company has implemented a comprehensive procurement system through HK Circle to mitigate such risks. In addition, prospective suppliers are required to participate in the Anti-Bribery Management System (SMAP) socialization program and to sign an anti-bribery commitment and/or integrity pact. Furthermore, throughout 2025, the Company did not have any operational areas located in countries with a high risk of corruption, as reflected in the 20 lowest-ranked countries in Transparency International's Corruption Perceptions Index (CPI).

Komunikasi dan Pelatihan Tentang Kebijakan dan Prosedur Anti-Korupsi [GRI 205-2]

Perseroan secara berkelanjutan melaksanakan komunikasi dan pelatihan terkait kebijakan dan prosedur anti-korupsi sebagai upaya untuk memperkuat pemahaman dan penerapan prinsip integritas di seluruh lini organisasi. Perseroan juga telah melakukan soasialisasi terkait anti korupsi kepada mitra bisnis sebagai bentuk pencegahan tindakan korupsi dari sisi proses pengadaan barang dan jasa.

Communication and Training On Anti-Corruption Policies and Procedures [GRI 205-2]

The Company continuously conducts communication and training related to anti-corruption policies and procedures as part of its efforts to strengthen understanding and implementation of integrity principles across all levels of the organization. The Company has also conducted socialization on anti-corruption to its business partners as a preventive measure against corrupt practices, particularly within the goods and services procurement process.

Tabel Jumlah Dewan Komisaris, Direksi dan BOD-1 yang telah mengikuti Sosialisasi dan Pelatihan tentang Kebijakan dan Prosedur Anti-Korupsi
Table of Members of the Board of Commissioners, Board of Directors, and BOD-1 Who Participated in Socialization Programs and Training on Anti-Corruption Policies and Procedures

Wilayah Region	Jumlah Personil Number of Personnel	Persentase Percentage
Kantor Pusat Head Office	65	100%

Tabel Sosialisasi dan Pelatihan Kebijakan Anti Korupsi Bagi Karyawan
Table of Anti-Corruption Policy Socialization Programs and Training for Employees

Kategori Karyawan Employee Category	Jumlah Karyawan Number of Employees	Persentase Percentage
Karyawan Tetap Permanent Employees	1.383	66%
Karyawan Kontrak Contract Employees	714	34%
Jumlah **Total**	**2.097**	**100%**

Tabel Sosialisasi dan Pelatihan Kebijakan Anti Korupsi Berdasarkan Wilayah Kerja
Table of Anti-Corruption Policy Socialization Programs and Training by Operational Area

Wilayah Kerja Work Area	Jumlah Karyawan Number of Employees	Persentase Percentage
Kantor Office	1.234	58,8%
Proyek Project	679	32,4%
Regional Regional	84	4,0%
Ruas Jalan Tol Toll Road Sections	100	4,8%
Jumlah Total	**2.097**	**100%**

Tabel Sosialisasi Kebijakan Anti Korupsi Bagi Mitra Kerja
Table of Anti-Corruption Policy Socialization for Business Partners

Relasi Bisnis Business Relationship	Jumlah Number	Persentase Percentage
Penyedia Barang & Jasa Goods and Services Providers	754	100%

Tabel Sosialisasi Kebijakan Anti Korupsi Bagi Mitra Kerja Berdasarkan Wilayah Kerja
Table of Anti-Corruption Policy Socialization for Business Partners by Work Area

Wilayah Kerja Work Area	Jumlah Number	Persentase Percentage
Kantor Pusat Head Office	754	100%

Insiden Korupsi yang Terbukti dan Tindakan yang Diambil [GRI 205-3, IF-EN-510a.2]

Selama periode pelaporan, tidak terdapat insiden korupsi yang terbukti serta Perseroan tidak menerima pengaduan terkait dugaan pelanggaran antikorupsi, baik yang dilakukan karyawan maupun mitra kerja, sehingga tidak terdapat kerugian finansial sebagai akibat dari proses hukum terkait korupsi. Perseroan juga tidak dihadapkan pada kasus hukum publik terkait dugaan korupsi yang melibatkan Perseroan.

Confirmed Corruption Incidents and Actions Taken [GRI 205-3]

During the reporting period, there were no substantiated incidents of corruption, and the Company did not receive any complaints regarding alleged violations of anti-corruption policies by either employees or business partners. Accordingly, the Company did not incur any financial losses resulting from legal proceedings related to corruption. The Company also did not face any public legal cases related to alleged corruption involving the Company.

Pajak

Pendekatan Pajak

Hutama Karya adalah Badan Usaha Milik Negara (BUMN) yang sahamnya dimiliki sepenuhnya oleh Pemerintah Republik Indonesia dan memiliki aktivitas utama Jasa Konstruksi termasuk pembangunan dan pemeliharaan jalan tol, konstruksi gedung, serta pembangunan jembatan dan bendungan, dan lainnya. Hutama Karya berkomitmen untuk memenuhi kewajiban perpajakan secara efektif dan efisien sesuai dengan regulasi pajak yang berlaku.

Perseroan secara konsisten berkontribusi kepada negara melalui pemenuhan kewajiban perpajakan, baik sebagai wajib pajak maupun pemotong dan pemungut pajak. Kontribusi ini mencakup berbagai jenis pajak seperti PPh, PPN dan PPnBM, bea dan cukai, serta pajak lainnya. Perseroan juga taat terhadap kewajiban pajak daerah dan retribusi daerah. Selain kontribusi pajak, Perseroan turut menyetorkan Penerimaan Negara Bukan Pajak (PNBP). Hal ini selaras dengan strategi perpajakan Perseroan mengacu pada ketentuan peraturan perundang-undangan perpajakan yang berlaku di wilayah operasi Hutama Karya, yaitu Indonesia. Kebijakan, pengelolaan, dan pengawasan pajak menjadi tanggung jawab Divisi Akuntansi & Keuangan serta ditinjau dan disetujui oleh Direktur Keuangan secara berkala.

Tata Kelola, Kontrol, dan Risiko Pengelolaan Pajak

Untuk menjaga kepatuhannya, Perseroan memiliki prosedur untuk mengidentifikasi, mengelola, dan memantau risiko operasional, termasuk risiko pajak. Perseroan menetapkan pertahanan lini pertama, lini kedua, dan lini ketiga, yang memiliki peran masing-masing dalam permasalahan perpajakan. Lini pertahanan pertama memastikan penerapan prosedur pelaksanaan tata kelola pajak, sedangkan lini pertahanan kedua dan ketiga mengevaluasi kepatuhan terhadap tata kelola pajak dan pengontrolannya secara

Tax

Tax Approach

Hutama Karya is a State-Owned Enterprise (SOE) whose shares are wholly owned by the Government of the Republic of Indonesia and has core business activities in construction services, including toll road development and maintenance, building construction, as well as bridge and dam construction, among others. Hutama Karya is committed to fulfilling its tax obligations effectively and efficiently in accordance with applicable tax regulations.

The Company consistently contributes to the state through compliance with its tax obligations, both as a taxpayer and as a tax withholder and collector. This contribution covers various types of taxes such as Corporate Income Tax (PPh), Value Added Tax (VAT) and Luxury Goods Sales Tax (PPnBM), customs and excise duties, and other taxes. The Company also complies with regional tax obligations and local levies. In addition to tax contributions, the Company also remits Non-Tax State Revenue (PNBP). This is aligned with the Company's tax strategy, which refers to applicable tax laws and regulations within Hutama Karya's operational jurisdiction, namely Indonesia. Tax policies, management, and supervision are the responsibility of the Accounting & Finance Division and are periodically reviewed and approved by the Finance Director.

Governance, Control, and Tax Risk Management

To ensure compliance, the Company has procedures to identify, manage, and monitor operational risks, including tax risks. The Company implements a three lines of defense model, each with distinct roles in tax-related matters. The first line of defense ensures the implementation of tax governance procedures, while the second and third lines of defense periodically evaluate compliance with tax governance and its controls. In addition, the Company coordinates and consults with local tax offices to

berkala. Selain itu, kami berkoordinasi dan berkonsultasi dengan kantor pelayanan pajak setempat untuk memastikan tingkat kepatuhan wajib pajak, baik badan maupun perorangan.

Hutama Karya juga menentukan kebijakan pajak serta pelaksanaan kewajiban perpajakan sesuai dengan *Key Performance Indicator* ("KPI") yang disetujui oleh Direktur Keuangan seperti PPh Pasal 21, PPh Final Pasal 4 ayat (2), Pajak Pertambahan Nilai ("PPN"), PPh Badan, serta Pajak Lainnya. Pada praktiknya Hutama Karya memenuhi kewajiban perpajakan berdasarkan perencanaan dan pengelolaan perpajakan yang dimonitor melalui Kantor Pusat melalui beberapa langkah, sebagai berikut:

1. Perhitungan, Pelaporan, dan Penentuan Keputusan kewajiban perpajakan melalui persetujuan dan tanggung jawab Direktur Keuangan.
2. Hutama Karya menerbitkan Surat Edaran dalam hal terdapat Regulasi Pajak baru dari Pemerintah, yang diterbitkan oleh Kantor Pusat untuk disampaikan kepada Divisi Operasi, Kebutuhan Proyek, Anak Perusahaan, serta KSO.
3. Hutama Karya menerbitkan Nota Dinas dalam hal terdapat Arahan dengan bentuk Instruksi pada pelaksanaan kewajiban perpajakan seluruh Insan Hutama Karya baik Kantor Pusat, Divisi Operasi, Kebutuhan Proyek, Anak Perusahaan, serta KSO.

Keterlibatan Pemangku Kepentingan dalam Mengatasi Permasalahan Terkait Pajak

Pemangku kepentingan utama dalam aspek perpajakan yaitu Otoritas Pajak. Perseroan senantiasa melakukan pendekatan yang proaktif, terbuka, dan transparan dengan otoritas perpajakan dalam pelaksanaan hak dan kewajibannya. Hutama Karya senantiasa menjaga komunikasi yang baik dengan otoritas perpajakan dalam konteks yang konstruktif. Hal ini dilakukan melalui penerimaan informasi terkini terkait regulasi perpajakan, partisipasi dalam kegiatan sosialisasi pajak yang diselenggarakan oleh perwakilan kantor pajak. Upaya ini juga sejalan dengan komitmen Perseroan dalam mendukung program pemerintah di bidang perpajakan serta berkontribusi dalam mengoptimalkan penerimaan negara demi keberlanjutan pembangunan nasional negara Indonesia. Langkah ini didukung dengan penerapan kebijakan internal, strategi, dan praktik perpajakan, serta memperhatikan umpan balik dari para pemangku kepentingan eksternal.

Meski demikian, dalam interaksinya dengan Otoritas Pajak, Perseroan tidak memiliki pendekatan advokasi terkait perpajakan.

Pelaporan Pajak

Hutama Karya senantiasa memberikan kontribusi kepada negara diantaranya berupa pemenuhan kewajiban Perseroan sebagai wajib pajak dan sebagai pemotong/pemungut pajak. Pemenuhan kewajiban pajak memberikan kontribusi besar senilai Rp2,9 triliun di tahun 2025. Informasi lebih lanjut mengenai kebijakan, posisi, dan kinerja perpajakan Hutama Karya disajikan secara rinci dalam Laporan Tahunan dan Laporan Keuangan konsolidasian, yang diterbitkan terpisah dari laporan ini. Hutama Karya melaporkan tidak terdapat ketidakpatuhan Perseroan dalam kewajiban membayar pajak atau dengan status NIHIL.

ensure compliance with tax obligations for both corporate and individual taxpayers.

Hutama Karya also defines tax policies and the implementation of tax obligations in accordance with Key Performance Indicators (KPIs) approved by the Finance Director, including Article 21 Income Tax, Final Income Tax Article 4(2), Value Added Tax (VAT), Corporate Income Tax, and other taxes. In practice, Hutama Karya fulfills its tax obligations based on tax planning and management monitored at the Head Office level through several measures, as follows:

1. Calculation, reporting, and decision-making on tax obligations are subject to approval and responsibility of the Finance Director.
2. The Company issues circular letters in the event of new tax regulations from the Government, issued by the Head Office and communicated to operational divisions, project requirements, subsidiaries, and joint operations (KSO).
3. The Company issues internal directives (memorandum) in the form of instructions for the implementation of tax obligations across all Hutama Karya personnel, including Head Office, operational divisions, project units, subsidiaries, and KSO.

Stakeholder Engagement In Addressing Tax-Related Issues

The main stakeholder in taxation is the Tax Authority. The Company consistently adopts a proactive, open, and transparent approach with tax authorities in exercising its rights and fulfilling its obligations. Hutama Karya maintains constructive communication with tax authorities, including receiving the latest updates on tax regulations and participating in tax socialization activities organized by tax office representatives. This effort also aligns with the Company's commitment to supporting government programs in taxation and contributing to the optimization of state revenue for the sustainable development of Indonesia. These efforts are supported by the implementation of internal policies, strategies, and tax practices, as well as consideration of feedback from external stakeholders.

However, in its interactions with the Tax Authority, the Company does not adopt any tax advocacy approach.

Tax Reporting

Hutama Karya consistently contributes to the state, among others, through the fulfillment of its obligations as a taxpayer and as a tax withholder/collector. The fulfillment of these tax obligations contributed significantly, amounting to IDR2.9 trillion in 2025. Further information regarding Hutama Karya's tax policies, position, and performance is presented in detail in the Annual Report and Consolidated Financial Statements, which are published separately from this report. The Company reported no non-compliance in fulfilling its tax payment obligations or any NIL status.

Selama periode pelaporan, Hutama Karya tidak mencatat adanya ketidakpatuhan terkait kewajiban perpajakan. Adapun rincian pembayaran pajak sebagai berikut.

During the reporting period, Hutama Karya recorded no instances of tax-related non-compliance. The detailed tax payments are presented as follows.

No.	Jenis Pajak Type of Tax	2025	2024	2023
A	**Pajak** **Taxation**			
1.	Pajak Penghasilan (PPh) Income Tax (PPh)	**823.672**	875.394	610.565
2.	Pajak Pertambahan Nilai (PPN) dan Pajak Penjualan atas Barang Mewah (PPnBM) Value Added Tax (VAT) and Luxury Goods Sales Tax (PPnBM)	**1.871.194**	2.977.761	1.749.794
3.	Bea Masuk/Keluar, Bea dan Cukai, Bea Materai Import/Export Duties, Customs and Excise, Stamp Duty	**164**	420	46
4.	PBB P3 (Perkebunan, Perhutanan, Pertambangan) Land and Building Tax for Plantation, Forestry, and Mining (PBB P3)	**0**	0	136.347
5.	Pajak Pemerintah Pusat Lainnya (misalnya Pajak Karbon) Other Central Government Taxes (e.g., Carbon Tax)	**994**	209	9.083
6.	Pajak Daerah dan Retribusi Daerah (PDRD), termasuk PBB P2 (Perkotaan dan Pedesaan) Regional Taxes and Regional Levies (PDRD), including Urban and Rural Land and Building Tax (PBB P2)	**299.948**	238.075	388
	Total Kontribusi Pajak (Total A) **Total Tax Contribution (Total A)**	**2.971.415**	**4.091.858**	**2.506.172**
B	**Penerimaan Negara Bukan Pajak (PNBP)** **Non-Tax State Revenue (PNBP)**			
1.	Dividen Dividends	-	-	-
2.	PNBP Lainnya Other PNBP	-	838	-
	Total Kontribusi PNBP (Total B) **Total PNBP Contribution (Total B)**	-	-	-
	Total Kontribusi kepada Negara (Total A dan B) **Total Contribution to the State (Total A and B)**	**2.971.415**	**4.092.696**	**2.506.172**

Kinerja Lingkungan Hidup
Environmental Performance

Sistem Manajemen Lingkungan

Sistem Manajemen Lingkungan Hutama Karya dirancang untuk mengelola dampak lingkungan secara menyeluruh dan efektif melalui beberapa tahapan yang saling terkait. Proses dimulai dengan identifikasi aspek dan dampak lingkungan yang mungkin timbul dari setiap aktivitas operasional Perseroan. Setelah itu, Perseroan memastikan bahwa seluruh kegiatan operasional dilaksanakan sesuai dengan regulasi dan peraturan lingkungan yang berlaku, yang menjadi landasan utama dalam menjaga kelestarian lingkungan. Perseroan juga telah merumuskan target dan program pengelolaan lingkungan yang mengacu pada Peta Jalan Transformasi Lingkungan, dengan

Environmental Management System

Hutama Karya's Environmental Management System is designed to comprehensively and effectively manage environmental impacts through several interrelated stages. The process begins with the identification of environmental aspects and impacts that may arise from each of the Company's operational activities. The Company then ensures that all operations are carried out in compliance with applicable environmental laws and regulations, which serve as the primary foundation for environmental preservation. The Company has also formulated environmental management targets and programs aligned with the Environmental Transformation

fokus pada pengurangan dampak negatif serta peningkatan efisiensi pengelolaan sumber daya alam.

Saat ini, Perseroan berfokus pada pelaksanaan dan penguatan implementasi Sistem Manajemen Lingkungan sesuai dengan Peta Jalan Transformasi Lingkungan Hutama Karya. Implementasi tersebut didukung oleh pemanfaatan HK SHIELD, yaitu aplikasi internal Perseroan yang dikembangkan untuk mendukung pelaporan dan pemantauan aspek *Quality, Health, Safety, Security, and Environment* (QHSSE) secara terintegrasi. Melalui HK SHIELD, seluruh proyek dapat melaporkan kinerja lingkungan dan kejadian terkait QHSSE secara daring, sehingga Perseroan dapat melakukan pemantauan, analisis, dan tindak lanjut secara lebih efektif dan real time. Sebagai bagian dari proses pemantauan dan evaluasi, Perseroan melakukan pemeriksaan berkala untuk memastikan bahwa target dan program lingkungan yang telah ditetapkan berjalan sesuai rencana, serta melakukan penyesuaian apabila diperlukan. Selain itu, Perseroan melaksanakan audit internal dan audit eksternal secara rutin untuk menilai efektivitas penerapan Sistem Manajemen Lingkungan dan mengidentifikasi peluang perbaikan berkelanjutan. Perseroan telah memiliki sertifikasi ISO 14001:2015 dan secara konsisten mempertahankannya selama lebih dari 20 tahun, yang mencerminkan komitmen jangka panjang Perseroan dalam menerapkan praktik pengelolaan lingkungan yang sistematis dan berstandar internasional.

Keseluruhan proses dalam Sistem Manajemen Lingkungan ini berpedoman pada Peta Jalan Transformasi Lingkungan Hutama Karya, yang menjadi acuan strategis dalam menyelaraskan tujuan keberlanjutan dengan pencapaian kinerja bisnis Perseroan. Peta jalan ini menitikberatkan pada fokus implementasi bertahap, termasuk pengelolaan emisi, peningkatan efisiensi energi, pengendalian dampak lingkungan proyek, serta perlindungan dan pelestarian ekosistem. Penerapan peta jalan tersebut telah membantu Perseroan dalam mengarahkan dan memprioritaskan upaya pengelolaan lingkungan secara terstruktur dan berkelanjutan.

Roadmap, focusing on reducing negative impacts and improving the efficiency of natural resource management.

Currently, the Company focuses on strengthening the implementation of its Environmental Management System in accordance with the Hutama Karya Environmental Transformation Roadmap. This implementation is supported by HK SHIELD, an internal application developed to support integrated reporting and monitoring of Quality, Health, Safety, Security, and Environment (QHSSE) aspects. Through HK SHIELD, all projects can report environmental performance and QHSSE-related incidents digitally, enabling the Company to conduct real-time monitoring, analysis, and follow-up actions more effectively. As part of the monitoring and evaluation process, the Company conducts regular inspections to ensure that environmental targets and programs are implemented as planned, with adjustments made where necessary. In addition, internal and external audits are conducted regularly to assess the effectiveness of the Environmental Management System and identify opportunities for continuous improvement. The Company has maintained ISO 14001:2015 certification for more than 20 years, reflecting its long-term commitment to internationally standardized environmental management practices.

The entire Environmental Management System is guided by the Hutama Karya Environmental Transformation Roadmap, which serves as a strategic reference in aligning sustainability objectives with the Company's business performance. The roadmap emphasizes phased implementation, including emissions management, energy efficiency improvement, environmental impact control of projects, and ecosystem protection and preservation. Its implementation has helped the Company systematically prioritize and direct environmental management efforts in a structured and sustainable manner.

Pencapaian Achievement	2025	2024	2023
Peringkat utama Konstruksi berkelanjutan Main Construction Sustainability Ratingn	Tidak Dilakukan Not Conducted	Tidak Dilakukan Not Conducted	87,4% Green Construction
Peringkat utama *Green Building* *Main Green Building Rating*	Platinum HK Tower Greenship Platinum HK Tower (Greenship)	Platinum HK Tower Greenship Platinum HK Tower (Greenship)	Platinum HK Tower Greenship Platinum HK Tower (Greenship)
Implementasi AMDAL atau UKL-UPL dan kelengkapan izin lingkungan Implementation of AMDAL or UKL-UPL and completeness of environmental permits	HK Tower dan Ruas Jalan Tol Trans Sumatra: 100% Jasa konstruksi menyesuaikan pasal kontrak terkait kewajiban kontraktor HK Tower and Trans Sumatra Toll Road sections: 100% Construction services comply with contractual environmental obligations	HK Tower dan Ruas Jalan Tol Trans Sumatra: 100% Jasa konstruksi menyesuaikan pasal kontrak terkait kewajiban kontraktor HK Tower and Trans Sumatra Toll Road sections: 100% Construction services comply with contractual environmental obligations	HK Tower dan Ruas Jalan Tol Trans Sumatra: 100% Jasa konstruksi menyesuaikan pasal kontrak terkait kewajiban kontraktor HK Tower and Trans Sumatra Toll Road sections: 100% Construction services comply with contractual environmental obligations
Tercapainya kepatuhan pada peraturan terkait lingkungan Compliance with environmental regulations	98,37%	98,30%	98,57%
Tidak ada pencemaran lingkungan No environmental pollution incidents	100%	100%	90%

Aspek Umum

Biaya Lingkungan Hidup [OJK F.4]

Perseroan menyadari bahwa aktivitas operasionalnya berdampak langsung terhadap lingkungan hidup, oleh karena itu Perseroan berkomitmen untuk melakukan upaya dan tindakan pencegahan serta pemulihan atas dampak lingkungan yang dihasilkan. Perseroan secara rutin menganggarkan biaya untuk kelancaran pelaksanaan berbagai kegiatan yang dilakukan untuk mendukung kelestarian lingkungan. Berikut merupakan rincian biaya lingkungan hidup yang dikeluarkan oleh Perseroan:

General Aspect

Environmental Costs [OJK F.4]

The Company recognizes that its operational activities have a direct impact on the environment; therefore, the Company is committed to undertaking preventive and remedial measures to address the environmental impacts generated. The Company routinely allocates a budget to ensure the effective implementation of various initiatives aimed at supporting environmental sustainability. The following presents the details of environmental expenditures incurred by the Company:

Tabel Rincian Biaya Lingkungan
Table of Environmental Costs Details

(Dalam Rupiah Penuh/In Full Rupiah)

No	Keterangan Program Program Description		Biaya Cost
1	Penyediaan Air Bersih	Clean Water Provision	140.641.760
2	Pengolahan Sampah	Waste Management	221.610.000
3	Penanaman Pohon	Tree Planting	4.279.456.400
4	Konservasi Satwa (Gajah Sumatra)	Wildlife Conservation (Sumatran Elephant)	150.000.000
	Total		**4.791.708.160**

Aspek Material

Penggunaan Material yang Ramah Lingkungan [OJK F.5]

Hutama Karya berfokus pada penerapan prinsip keberlanjutan dalam setiap aspek operasionalnya, dengan tujuan utama untuk menjaga keseimbangan antara pencapaian bisnis yang efisien dan memberikan dampak positif bagi lingkungan. Keberlanjutan ini diterapkan dalam beberapa aspek, mulai dari tahap konstruksi hingga operasional jalan tol, dengan menempatkan keselamatan dan perlindungan lingkungan sebagai prioritas utama. Berbagai upaya dilakukan untuk meningkatkan kinerja perusahaan dalam menggunakan bahan yang ramah lingkungan, mengurangi dampak negatif terhadap lingkungan, dan memperkenalkan inovasi teknologi yang mendukung keberlanjutan.

Perseroan juga memastikan bahwa seluruh tahapan dalam proses bisnis, seperti pemilihan material, penggunaan sumber daya, dan pengelolaan limbah, dilakukan dengan memperhatikan dampak lingkungan yang minimal. Komitmen Perseroan untuk berinovasi dalam teknologi dan praktik terbaik di sektor konstruksi dan jalan tol bertujuan memastikan bahwa kegiatan operasionalnya tidak hanya mengutamakan efisiensi dan keuntungan, tetapi juga berperan aktif dalam melestarikan lingkungan dan memastikan keselamatan publik.

Sebagai bagian dari komitmennya terhadap keberlanjutan, Hutama Karya memprioritaskan penggunaan material ramah lingkungan dalam setiap tahap konstruksi, seperti mortar, cat, dan plafon

Material Aspect

Use of Environmentally Friendly Materials [OJK F.5]

Hutama Karya focuses on implementing sustainability principles in every aspect of its operations, with the main objective of maintaining a balance between efficient business performance and delivering positive environmental impacts. Sustainability is applied across various stages, from construction to toll road operations, with safety and environmental protection as top priorities. The Company undertakes various efforts to improve its performance in using environmentally friendly materials, reduce negative environmental impacts, and introduce technological innovations that support sustainability.

The Company also ensures that all stages of its business processes, such as material selection, resource utilization, and waste management, are carried out with minimal environmental impact considerations. The Company's commitment to innovation in technology and best practices in the construction and toll road sectors aims to ensure that operational activities not only prioritize efficiency and profitability but also actively contribute to environmental preservation and public safety.

As part of its sustainability commitment, Hutama Karya prioritizes the use of environmentally friendly materials at every stage of construction, such as mortar, paint, and ceiling materials certified

yang tersertifikasi *Green Label,* untuk mengurangi dampak negatif terhadap lingkungan serta meningkatkan kualitas dan daya tahan infrastruktur. Perseroan juga mengoptimalkan penggunaan material lokal untuk mengurangi jejak karbon yang dihasilkan dari transportasi bahan, serta menerapkan prinsip *reduce, reuse,* dan *recycle* dalam proses konstruksinya guna meminimalkan limbah. Saat ini, Perseroan juga menjalankan berbagai program Tanggung Jawab Sosial dan Lingkungan (TJSL) berbasis daur ulang yang diinisiasi dan dilaksanakan langsung oleh masing-masing proyek, sebagai bentuk inovasi dan kepedulian proyek terhadap pengelolaan limbah dan pemberdayaan lingkungan sekitar. Dengan langkah-langkah ini, Hutama Karya berupaya memberikan kontribusi nyata bagi kelestarian lingkungan dan mendukung upaya mitigasi perubahan iklim.

with the Green Label, to reduce environmental impacts while improving infrastructure quality and durability. The Company also optimizes the use of local materials to reduce the carbon footprint generated from material transportation and applies the principles of reduce, reuse, and recycle (3R) in its construction processes to minimize waste. Currently, the Company also implements various recycling-based Social and Environmental Responsibility (TJSL) programs initiated and executed directly by each project as a form of innovation and environmental stewardship in waste management and community empowerment. Through these measures, Hutama Karya strives to make a tangible contribution to environmental preservation and support climate change mitigation efforts.

Keterangan Description	Satuan	2025*	2024	2023
Penggunaan Besi (billet, tali baja, paku dll) Use of Steel (billet, wire rope, nails, etc.)	ton	**1.696.760,32**	22.906,8	17.016,3
Penggunaan Beton Use of Concrete	m^3	**3.072**	166.819,99	115.339,88
Bahan Kimia (Solar, Oli, Cat, Nalco dll) Chemicals (diesel, oil, paint, Nalco, etc.)	ton	**144,96**	-	-
Andesit Andesite	ton	**20.458**	-	-
Tanah Merah Red soil	m^3	**483.189,97**	-	-
Pasir Sand	m^3	**2.734,99**	-	-
Granular Granular material	m^3	**2.240,74**	-	-
Brangkal Crushed stone	m^3	**14.441,92**	-	-
Limestone Limestone	m^3	**709,63**	-	-
Nahtu Nahtu	m^3	**58.591.,3**	-	-
Batu belah Split stone	m^3	**52,12**	-	-
Besi Beton Reinforcing steel (rebar)	kg	**332.680**	-	-
Kayu Wood	m^3	**49,9**	-	-
Hollow	ton	**0,96**	-	-
Bambu Wood	m^3	**27**	-	-
Paku & Sekrup Nails & Screws	ton	**0,58**	-	-
Baja Ringan Light Steel	m^3	**7,56**	-	-
Seng Zinc Sheets	ton	**0,64**	-	-

Keterangan:
*) Tahun 2025 hanya penggunaan beton dari Divisi Sipil Umum.

Notes:
*) In 2025, only concrete usage from the General Civil Division is included.

Aspek Energi

Jumlah dan Intensitas Energi yang Digunakan
[OJK F.6, 302-1, 302-2, 302-3]

Penggunaan energi oleh Hutama Karya dijelaskan secara terpisah, mengingat karakteristik perusahaan yang bergerak di sektor konstruksi. Dalam hal ini, Perseroan mencatat secara rinci penggunaan energi listrik yang diperoleh dari Perusahaan Listrik Negara (PLN), sedangkan konsumsi energi lainnya, seperti bahan bakar dan gas, tercatat dalam perjanjian sewa gedung dengan pengelola gedung yang digunakan oleh Perseroan. Pengukuran penggunaan energi terlapor diperoleh dengan menggunakan metode dengan mengalikan energi (satuan fisik) dengan masa jenis dan nilai kalor.

Hutama Karya menyadari bahwa sumber daya energi, seperti listrik, solar, dan elpiji, makin terbatas dan makin sulit didapatkan. Oleh karena itu, Perseroan berusaha untuk menggunakan energi tersebut secara efisien dan bijaksana, salah satunya dengan melakukan upaya penghematan energi di berbagai aspek operasionalnya. Sebagai bagian dari upaya mengurangi dampak terhadap lingkungan, Perseroan telah mulai mengadopsi penggunaan energi terbarukan (*renewable energy*) dalam beberapa kegiatan operasionalnya. Pemanfaatan energi terbarukan ini sejalan dengan visi Perseroan untuk mendukung transisi energi yang lebih ramah lingkungan dan mengurangi ketergantungan pada energi fosil.

Perseroan telah menetapkan baseyear 2025 dan baseline yang ditetapkan yaitu sebesar 1.783.818,18 Gigajoule. Pemilihan tahun dasar (base year) 2025 dilakukan karena data pada tahun tersebut merupakan data Perseroan yang telah disusun secara lebih komprehensif, terukur, terdokumentasi dengan baik, serta disajikan secara konsisten.

Sepanjang tahun 2025, Perseroan tidak menggunakan pemanas, pendingin, dan uap, serta tidak menghasilkan dan menjual energi listrik. Metode pengumpulan data terkait penggunaan energi yaitu melalui permintaan data ke seluruh wilayah operasional Perseroan serta memanfaatkan aplikasi *in-house* HK SHIELD. Adapun rincian penggunaan energi Perseroan sebagai berikut.

Energy Aspect

Total and Energy Intensity Consumption
[OJK F.6, 302-1, 302-2, 302-3]

Energy consumption by Hutama Karya is reported separately, considering the characteristics of the Company as a construction sector entity. In this regard, the Company records in detail electricity consumption obtained from the State Electricity Company (PLN), while other energy consumption such as fuel and gas is recorded under building lease agreements with building management where the Company operates. Reported energy usage is calculated using a method that multiplies energy (physical units) by density and calorific value.

Hutama Karya recognizes that energy resources such as electricity, diesel, and liquefied petroleum gas (LPG) are increasingly limited and more difficult to obtain. Therefore, the Company strives to use these energy sources efficiently and responsibly, including through energy-saving initiatives across its operational activities. As part of efforts to reduce environmental impact, the Company has begun adopting renewable energy in several operational activities. The utilization of renewable energy aligns with the Company's vision to support a cleaner energy transition and reduce dependence on fossil fuels.

The Company has established 2025 as the base year, with a baseline of 1,783,818.18 Gigajoules. The selection of 2025 as the base year was made as the data for that year had been compiled in a more comprehensive, measurable, well-documented, and consistently presented manner.

Throughout 2025, the Company did not use heating, cooling, or steam, nor did it generate or sell electricity. The data collection method for energy consumption was conducted through data requests to all operational areas of the Company, as well as through the utilization of the in-house application HK SHIELD. The details of the Company's energy consumption are presented as follows.

Tabel Penggunaan Energi
Table of Energy Consumption

Jenis Energi Type of Energy	Satuan	2025	2024	2023
Listrik Electricity	Gigajoule	**590.311,05**	203.728,42	182.923,82
BBM Fuel	Gigajoule	**1.193.507,13**	974.668,99	1.053.765,48
Total	**Gigajoule**	**1.783.818,18**	**1.178.397,41**	**1.236.689,30**
Pendapatan	Dalam Jutaan Rupiah In Million Rupiah	**25.132.919**	**30.252.293**	**26.926.321**
Jumlah Karyawan Number of employees	Orang Person	**2.097**	2.141	2.075
Produksi/ Kontrak yang dihadapi Production/Contracts Secured	Dalam Miliar Rupiah In Billion Rupiah	**59.773**	70.032	59.858

Jenis Energi Type of Energy	Satuan	2025	2024	2023
Intensitas Pemakaian Energi/Juta Rupiah Energy Consumption Intensity/Million Rupiah	**Gigajoules /Juta Rupiah** Gigajoules / Million Rupiah	0,07	0,04	0,05
Intensitas Pemakaian Energi/orang Energy Consumption Intensity/person	**Gigajoule/ karyawan** Gigajoule/employee	850,65	550,40	595,99
Intensitas Pemakaian Energi/Produksi Energy Consumption Intensity/Production	**Gigajoules /Juta Rupiah** Gigajoules / Billion Rupiah	29,84	16,83	20,66

Keterangan:
Konversi kWh ke Gigajoule https://convertlive.com/id/u/mengkonversi/kilowatt-jam/ke/gigajoules
Konversi Liter ke Gigajoule https://hextobinary.com/unit/energy/from/gasoline/to/gigajoule

Notes:
Conversion from kWh to Gigajoules (GJ): https://convertlive.com/id/u/mengkonversi/kilowatt-jam/ke/gigajoules
Conversion from Liters to Gigajoules (GJ): https://hextobinary.com/unit/energy/from/gasoline/to/gigajoule

Tabel Penggunaan Energi Terbarukan
Table of Renewable Energy Consumption

Jenis Energi Type of Energy	Satuan	2025	2024	2023
Solar PV HK Tower	Gigajoule	104,53	110,26	74,20

Dengan demikian, total penggunaan energi terbarukan dan tidak terbarukan sebesar 1.783.922,71 gigajoule.

Di tahun 2025, Hutama Karya telah melakukan pengukuran energi di luar organisasi. Pada pengukuran energi di luar organisasi, dihitung dari perjalanan dinas yang dilakukan oleh karyawan Hutama Karya di Kantor Pusat dengan pesawat terbang sesuai dengan standar ICAO (*International Civil Aviation Organization*). Pengukuran dilakukan berasal dari jarak antara bandara keberangkatan dengan bandara kedatangan atas penggunaan bahan bakar pesawat dalam Ton, yang kemudian dikonversi ke dalam gigajoule menggunakan https://foreach.id/ID/common/energy/ton-to-gigajoule.html.

Accordingly, the total consumption of renewable and non-renewable energy amounted to 1,783,922.71 gigajoules.

In 2025, Hutama Karya conducted measurement of energy consumption outside the organization. This external energy measurement is calculated based on business travel undertaken by employees at the Head Office using air transportation, in accordance with International Civil Aviation Organization (ICAO) standards. The measurement is based on the distance between the departure and arrival airports, reflecting aircraft fuel consumption in tons, which is subsequently converted into gigajoules using https://foreach.id/ID/common/energy/ton-to-gigajoule.html.

Tabel Penggunaan Energi di luar Organisasi
Table of Energy Consumption Outside the Organization

Keterangan Description	Satuan Unit	2025
Perjalanan Dinas dengan Pesawat Terbang Business Travel by Airplane	Perjalanan Trips	1.277
Bahan Bakar Pesawat Aircraft Fuel	Ton	15.960
	Gigajoule	66.777
Pegawai Employees	Orang Person	2.097
Intensitas Energi di Luar Organisasi Energy Intensity Outside the Organization	Gigajoule/ Orang Gigajoule/ Person	31,84

Upaya dan Pencapaian Efisiensi Energi dan Penggunaan Energi Terbarukan [OJK F.7, F.12, GRI 302-4, 302-5]

Hutama Karya telah memperkuat komitmennya dalam menghemat energi, yang bertujuan tidak hanya untuk meningkatkan efisiensi operasional dan memperbaiki kondisi ekonomi perusahaan pasca pandemi, tetapi juga untuk mendukung kelestarian lingkungan. Selain itu, upaya penghematan energi ini membuka peluang bagi Perseroan untuk menghasilkan produk yang lebih kompetitif di pasar. Komitmen terhadap efisiensi energi tercermin dari kesadaran tinggi yang dimiliki oleh seluruh staf dan karyawan, yang secara aktif berpartisipasi dalam inisiatif penghematan energi.

Efforts and Achievements in Energy Efficiency and Use of Renewable Energy [OJK F.7, F.12, GRI 302-4, 302-5]

Hutama Karya has strengthened its commitment to energy conservation, which aims not only to improve operational efficiency and enhance the Company's post-pandemic economic condition but also to support environmental sustainability. In addition, these energy-saving initiatives create opportunities for the Company to produce more competitive products in the market. The commitment to energy efficiency is reflected in the high awareness demonstrated by all staff and employees, who actively participate in energy-saving initiatives.

Program penghematan energi yang diterapkan mencakup sosialisasi intensif yang berkelanjutan kepada seluruh karyawan tentang pentingnya praktik efisiensi energi. Program ini juga mendorong inovasi dalam cara-cara penggunaan energi yang lebih baik. Evaluasi internal yang dilakukan secara berkala demi memastikan adanya perbaikan berkelanjutan dalam upaya penghematan energi.

The implemented energy-saving programs include continuous and intensive socialization to all employees regarding the importance of energy efficiency practices. The program also encourages innovation in improving energy usage methods. Internal evaluations are conducted periodically to ensure continuous improvement in energy-saving efforts.

Meskipun tidak dilaksanakan melalui mekanisme formal, Hutama Karya juga melakukan Audit Energi secara internal untuk menggali lebih dalam potensi penghematan energi yang bisa diterapkan. Saat ini, Perseroan tengah fokus mencari peluang-peluang baru untuk meningkatkan efisiensi energi, terutama dalam penghematan energi untuk pengkondisian ruang proses dan pengoperasian peralatan produksi yang mengonsumsi energi dalam jumlah besar. Di samping itu, penghematan energi juga dilakukan di berbagai area lain untuk memastikan bahwa seluruh operasional perusahaan lebih ramah lingkungan dan hemat energi.

Although not conducted through a formal mechanism, Hutama Karya also carries out internal energy audits to further explore potential energy-saving opportunities. The Company currently focuses on identifying new opportunities to improve energy efficiency, particularly in reducing energy consumption for space conditioning and the operation of production equipment that consumes significant energy. In addition, energy conservation is implemented across various other operational areas to ensure that all Company activities are more environmentally friendly and energy efficient.

Beberapa langkah konkret yang telah diambil oleh Hutama Karya dalam upaya konservasi energi, antara lain:

- Setiap peralatan pemanfaat energi yang digunakan memenuhi Standar Kinerja Energi Minimum (SKEM) dan memiliki Label Tanda Hemat Energi (LTHE)
- Integrasi sistem kelistrikan;
- Pengelolaan utilitas yang lebih efisien;
- Pengaturan peralatan elektronik, seperti pengaturan printer untuk mencetak dua sisi, pengaturan pengaturan jam penggunaan elektronik
- Penggunaan peralatan hemat energi, seperti lampu, komputer, printer, mesin fotokopi, hingga peralatan audio-visual;
- Penggunaan sensor cahaya dan timer untuk lampu taman, koridor, serta ruang publik lainnya membantu memastikan lampu hanya menyala saat dibutuhkan;
- Pengaturan pencahayaan berdasarkan fungsi ruangan;
- Pengaturan suhu pada lemari es dan dispenser dan ditempatkan secara strategis untuk mencegah konsumsi energi berlebih;
- Perbaikan hal sistem tata udara dengan menggunakan pendingin ruangan (AC) berteknologi inverter serta refrigeran ramah lingkungan, penempatan unit kompresor di lokasi teduh, pengaturan suhu sesuai standar nasional, pengaturan jadwal operasional AC, hingga perawatan rutin seperti pembersihan filter dan pemeriksaan komponen listrik juga menjadi bagian dari prosedur standar untuk memastikan kinerja sistem tetap optimal dan tidak boros energi.
- Menggunakan pendingin ruangan non-cfc
- Penggantian recuperator sebesar 2.952 tCO2e

- Penanaman Pohon sebagai *carbon offset* sebesar 100 tCO2e
- Pembuatan Lubang Biopori sebanyak 10 lubang

Several concrete measures undertaken by Hutama Karya in energy conservation efforts include:

- Each energy-utilizing equipment in use complies with the Minimum Energy Performance Standards (MEPS) and is affixed with an Energy Efficiency Label (EEL).
- Integration of electrical systems;
- More efficient utility management;
- Control of electronic equipment usage, such as setting printers to double-sided printing and regulating usage schedules of electronic devices;
- Use of energy-efficient equipment such as lamps, computers, printers, photocopiers, and audiovisual equipment;
- Use of light sensors and timers for garden lights, corridors, and other public areas to ensure lighting is only used when needed;

- Lighting settings based on room function;
- Temperature regulation of refrigerators and water dispensers, and strategic placement to avoid excessive energy consumption;
- Improvements in air conditioning systems using inverter technology and environmentally friendly refrigerants, compressor placement in shaded areas, temperature settings in accordance with national standards, scheduling of AC operation, and routine maintenance such as filter cleaning and electrical component inspection to ensure optimal performance and energy efficiency;

- Use of non-CFC air conditioning systems;
- Replacement of recuperators resulting in emission reduction of 2,952 tCO2e;
- Tree planting as carbon offset totaling 100 tCO2e;
- Construction of 10 biopore infiltration holes

Dengan langkah-langkah tersebut, Perseroan telah berhasil mereduksi emisi dari penggunaan solar panel di Hutama Karya Tower dan lampu yang dipasang untuk Penerangan Jalan Umum (PJU) yaitu sebesar 2.903,52 tCO2e. Pengurangan emisi sebesar 2.903,52 tCO_2e berasal dari penggunaan solar panel di HK Tower. Perhitungan dilakukan berdasarkan energi listrik yang dihasilkan dari solar panel, kemudian dikalikan dengan faktor emisi listrik yang relevan untuk memperoleh estimasi emisi yang berhasil dihindari.

Through these initiatives, the Company has successfully reduced emissions by 2,903.52 tCO_2e through the utilization of solar panels at Hutama Karya Tower and the installation of lighting for Public Street Lighting (PJU). The emission reduction of 2,903.52 tCO_2e was attributable to the use of solar panels at HK Tower. The calculation was carried out based on the electricity generated from the solar panels, which was then multiplied by the relevant electricity emission factor to obtain an estimate of the avoided emissions.

Secara keseluruhan penggunaan energi yang dilaporkan terdapat peningkatan karena penggunaan energi yang dilaporkan Perseroan

Overall, the reported energy consumption increased in 2025 as a result of the implementation of the HK SHIELD application, which

di tahun 2025 dikarenakan Perseroan telah menggunakan aplikasi HK SHIELD, sehingga data penggunaan energi lebih terintegrasi. Namun, secara substansi tidak mengalami peningkatan penggunaan energi.

Perseroan telah menetapkan *baseyear* 2025 untuk mengukur efisiensi penggunaan energi di tahun-tahun selanjutnya. Adapun *baseline* yang ditetapkan yaitu sebesar 1.783.818,18 Gigajoule. Pemilihan tahun dasar (*base year*) 2025 dilakukan karena data pada tahun tersebut merupakan data Perseroan yang telah disusun secara lebih komprehensif, terukur, terdokumentasi dengan baik, serta disajikan secara konsisten. Dengan kondisi tersebut, data tahun 2025 dinilai lebih representatif untuk dijadikan sebagai acuan dasar dalam melakukan pemantauan, evaluasi, serta perbandingan kinerja pada periode-periode berikutnya.

Di tahun 2025, Perseroan juga belum mengukur besaran pengurangan kebutuhan energi dari produk green construction.

enabled more integrated and comprehensive energy usage data collection and reporting. However, in substance, there was no actual increase in the Company's energy consumption.

The Company has established 2025 as the base year to measure energy efficiency in subsequent years. The established baseline is 1,783,818.18 Gigajoules. The selection of 2025 as the base year was made because the Company's data for that year is more comprehensive, measurable, well-documented, and consistently presented. Under these conditions, the 2025 data is considered more representative as a reference baseline for monitoring, evaluating, and comparing performance in subsequent periods.

In 2025, the Company had not yet measured the extent of energy demand reductions attributable to its green construction products.

Aspek Air

Penggunaan Air [OJK F.8, GRI 303-1, 303-3, GRI 303-5]

Sebagai perusahaan yang bergerak di sektor konstruksi dan infrastruktur, Hutama Karya menyadari bahwa air merupakan sumber daya penting yang mendukung kelangsungan operasional proyek. Oleh karena itu, manajemen air menjadi bagian krusial dalam kebijakan keberlanjutan perusahaan. Hutama Karya menerapkan pendekatan terpadu dalam pengelolaan air, mencakup air hujan, air permukaan, dan air tanah. Pendekatan ini dilakukan secara spesifik dan disesuaikan dengan karakteristik daerah operasional, mengingat kebijakan pemanfaatan air tanah bersifat desentralisasi dan ditentukan oleh wilayah cekungan air tanah (CAT) setempat.

Pengelolaan air dalam kegiatan konstruksi dan operasi jalan tol dilakukan oleh Perseroan sebagai bagian dari upaya menjaga efisiensi penggunaan sumber daya dan meminimalkan dampak terhadap lingkungan. Interaksi Perseroan dengan air mencakup proses pengambilan, penggunaan, dan pembuangan air pada aktivitas operasional, termasuk penggunaan air untuk kebutuhan konstruksi, fasilitas operasional, serta kegiatan pendukung lainnya. Potensi dampak terkait air yang muncul dari aktivitas tersebut meliputi perubahan kualitas air akibat limpasan permukaan, sedimentasi dari kegiatan tanah, serta risiko pencemaran dari air limbah operasional. Perseroan juga mempertimbangkan dampak yang dapat timbul secara tidak langsung melalui aktivitas mitra kerja dalam rantai pasok dan pelaksanaan proyek.

Dalam mengidentifikasi dampak terkait air, Perseroan menerapkan pendekatan berbasis pemantauan operasional dan kepatuhan terhadap ketentuan lingkungan yang berlaku. Ruang lingkup pengelolaan mencakup seluruh area proyek konstruksi dan operasional jalan tol, dengan pemantauan dilakukan secara berkala sepanjang tahun berjalan. Metodologi yang digunakan meliputi pengukuran volume penggunaan air dari sumber PDAM berdasarkan tagihan bulanan, serta pemantauan penggunaan air tanah melalui pencatatan *flow meter* pada titik-titik yang ditetapkan. Selain itu, kualitas air dipantau melalui pengujian berkala untuk memastikan kesesuaian dengan baku mutu lingkungan yang dipersyaratkan.

Water Aspect

Water Consumption [OJK F.8, GRI 303-1, 303-3, GRI 303-5]

As a company operating in the construction and infrastructure sector, Hutama Karya recognizes that water constitutes a critical resource supporting the continuity of project operations. Accordingly, water management forms an integral part of the Company's sustainability policy. Hutama Karya adopts an integrated approach to water management, encompassing rainwater, surface water, and groundwater. This approach is implemented in a specific manner and tailored to the characteristics of each operational area, considering that groundwater utilization policies are decentralized and determined based on the respective groundwater basin (CAT) regions.

Water management in toll road construction and operational activities is carried out by the Company as part of its efforts to ensure efficient resource utilization and to minimize environmental impacts. The Company's interaction with water includes the abstraction, usage, and discharge of water in operational activities, including water utilization for construction purposes, operational facilities, and other supporting activities. Potential water-related impacts arising from such activities include changes in water quality due to surface runoff, sedimentation from earthworks, and the risk of pollution from operational wastewater. The Company also considers indirect impacts that may arise through the activities of business partners within the supply chain and project implementation.

In identifying water-related impacts, the Company applies an approach based on operational monitoring and compliance with applicable environmental regulations. The scope of management covers all construction project areas and toll road operations, with monitoring conducted periodically throughout the reporting year. The methodologies applied include the measurement of water consumption volumes sourced from PDAM based on monthly billing, as well as the monitoring of groundwater usage through flow meter recordings at designated points. In addition, water quality is monitored through periodic testing to ensure compliance with the required environmental quality standards.

Dampak terkait air dikelola melalui implementasi sistem pengendalian lingkungan yang mencakup pengelolaan limpasan dan sedimentasi, penerapan sistem drainase, serta pengolahan air limbah sebelum dibuang ke lingkungan. Perseroan juga melakukan pemantauan kualitas dan *volume* penggunaan air sebagai bagian dari evaluasi kinerja lingkungan. Pengelolaan ini dilakukan secara terintegrasi dengan kebijakan QHSSEMS dan melibatkan koordinasi dengan pemangku kepentingan terkait untuk memastikan kepatuhan terhadap regulasi.

Hutama Karya terus berupaya mengelola sumber daya alam secara efisien, termasuk dalam penggunaan air. Dalam upaya tersebut, Perseroan memantau dengan cermat penggunaan air setiap tahunnya. Hutama Karya telah menetapkan standar dan metodologi pengukuran pemakaian air sebagai berikut:

1. Sumber air PDAM
   Perhitungan pemakaian air (m^3) berdasarkan besarnya tagihan PDAM setiap bulan.
2. Sumber air bawah tanah
   Perhitungan pemakaian air (m^3) dilakukan dengan memantau langsung angka yang tercatat pada alat *flow meter* yang terpasang di setiap genset. Angka yang tercatat pada flow meter tersebut menggambarkan jumlah air yang digunakan setiap bulan.

Sampai dengan akhir tahun 2025, Perseroan tidak menggunakan air terproduksi.

Hutama Karya juga menekankan integrasi antara pemanfaatan dan konservasi air tanah melalui pendekatan berbasis risiko dan keberlanjutan, dengan memastikan setiap tahapan—mulai dari identifikasi cekungan air tanah (CAT), perizinan, hingga pemantauan penggunaan—dilaksanakan secara terukur dan terdokumentasi. Perusahaan tidak hanya berfokus pada pemenuhan kebutuhan operasional, tetapi juga menjaga keseimbangan ekosistem melalui perlindungan area resapan, penerapan teknologi seperti biopori, serta pengendalian potensi pencemaran dan kerusakan sumber daya air. Pengawasan berkala terhadap kualitas dan kuantitas air tanah, disertai pemeliharaan infrastruktur dan penguatan kapasitas karyawan melalui edukasi, menjadi bagian penting dalam memastikan efektivitas implementasi. Dengan demikian, pengelolaan air tanah tidak hanya berfungsi sebagai dukungan operasional, tetapi juga sebagai kontribusi nyata perusahaan dalam menjaga keberlanjutan lingkungan dan ketersediaan sumber daya air bagi masa depan.

Pada tahun 2025, cakupan pengukuran penggunaan air diperluas sebagai bagian dari peningkatan sistem pemantauan, sehingga data tidak dapat dibandingkan secara langsung dengan tahun sebelumnya, namun digunakan sebagai dasar penguatan pengelolaan ke depan. Saat ini, Perseroan belum menetapkan target kuantitatif spesifik terkait penggunaan air, namun pengelolaan dilakukan secara berkelanjutan dengan mengacu pada prinsip efisiensi dan kepatuhan terhadap konteks lokal serta ketentuan yang berlaku di masing-masing wilayah operasi. Sedangkan tahun 2024 dan 2023 lingkup pengukuran penggunaan air hanya di lingkup kantor Hutama Karya.

Sepanjang tahun 2025 Perseroan menggunakan air sebanyak 90.092.217,26 m^3 atas air yang digunakan sebesar 975.217,78 m^3 dilepas ke badan air. Perseroan juga tidak mengambil air yang berasal dari daerah dengan tekanan air (*water stress*). Selama tahun pelaporan tidak terdapat perubahan signifikan terhadap tempat

Water-related impacts are managed through the implementation of environmental control systems, including runoff and sedimentation management, the application of proper drainage systems, and wastewater treatment prior to discharge into the environment. The Company also conducts monitoring of water quality and consumption volumes as part of its environmental performance evaluation. This management approach is implemented in an integrated manner with the QHSSEMS policy and involves coordination with relevant stakeholders to ensure compliance with applicable regulations.

Hutama Karya continues to strive for efficient management of natural resources, including water usage. In this effort, the Company closely monitors water consumption annually. Hutama Karya has established the following standards and methodologies for water usage measurement:

1. PDAM water source
   Water consumption (m^3) is calculated based on monthly PDAM billing amounts.
2. Groundwater source
   Water consumption (m^3) is measured by directly monitoring the readings from flow meters installed at each generator set. The recorded flow meter values represent the amount of water used each month.

As of the end of 2025, the Company did not utilize produced water.

Hutama Karya also emphasizes the integration between groundwater utilization and conservation through a risk-based and sustainability approach, by ensuring that each stage—ranging from the identification of groundwater basins (CAT), permitting, to usage monitoring—is carried out in a measurable and well-documented manner. The Company not only focuses on fulfilling operational needs but also maintains ecosystem balance through the protection of recharge areas, the application of technologies such as biopore systems, as well as the control of potential pollution and degradation of water resources. Periodic monitoring of groundwater quality and quantity, supported by infrastructure maintenance and the strengthening of employee capacity through continuous education, constitutes an essential component in ensuring effective implementation. Accordingly, groundwater management serves not only as operational support but also as a tangible contribution by the Company in preserving environmental sustainability and ensuring the long-term availability of water resources.

In 2025, the scope of water consumption measurement was expanded as part of enhancements to the monitoring system; therefore, the data is not directly comparable with the previous year, but serves as a basis for strengthening future management practices. Currently, the Company has not established specific quantitative targets related to water usage; however, water management is carried out on an ongoing basis, guided by principles of efficiency and compliance with local context and applicable regulations in each operational area. In contrast, in 2024 and 2023, the scope of water consumption measurement was limited to the Hutama Karya office environment.

Throughout 2025, the Company utilized a total of 90,092,217.26 m^3 of water, of which 975,217.78 m^3 of water consumed was discharged into water bodies. The Company also did not withdraw water from areas experiencing water stress. During the reporting year, there were no significant changes in water storage facilities at the Company's

penyimpanan air di lokasi operasional/proyek Perseroan. Setelah proyek selesai, air yang tersedia tetap dimanfaatkan secara berkala untuk mendukung aktivitas pengendalian lingkungan, salah satunya untuk penyiraman area proyek guna mengurangi debu.

operational sites/projects. Upon project completion, the available water continues to be utilized periodically to support environmental control activities, including watering project areas to minimize dust.

Perseroan menggunakan air permukaan, air dari pihak ketiga, dan air tanah yang merupakan air tawar (<1.000 mg/L total padatan terlarut), dan air laut yang merupakan air lainnya (>1.000 mg/L total padatan terlarut). Berikut disajikan data penggunaan air dari seluruh wilayah operasional Perseroan.

The Company utilizes surface water, third-party water, and groundwater, all of which are classified as freshwater (<1,000 mg/L total dissolved solids), as well as seawater, which is classified as other water sources (>1,000 mg/L total dissolved solids). The following presents water consumption data from all of the Company's operational areas.

Tabel Pengambilan Air
Table of Water Withdrawal

Pengambilan Air (m³) Water Consumption (m³)			
Sumber Source	**2025**	**2024**	**2023**
Air Permukaan Surface Water	**65.848,00**	199.999	0,00
Air dari Pihak Ketiga Water from Third Parties	**68.807,52**	2.696.594,60	34.834,60
Air Tanah Groundwater	**89.949.069,58**	381.292,89	606.153,13
Air Laut Sea Water	**8.492,16**	-	-
Jumlah **Total**	**90.092.217,26**	**3.277.886,49**	**640.987,73**

Tabel Konsumsi Air
Table of Water Consumption

Pemakaian Air (m³) Water Consumption (m³)			
Sumber Source	**2025**	**2024**	**2023**
Air Permukaan Surface Water	**65.848,00**	199.999	0,00
Air dari Pihak Ketiga Water from Third Parties	**68.706,00**	2.696.594,60	34.834,60
Air Tanah Groundwater	**88.982.445,48**	381.292,89	606.153,13
Air Laut Sea Water	-	-	-
Jumlah **Total**	**89.116.999,48**	**3.277.886,49**	**640.987,73**
Jumlah Karyawan (orang) **Number of Employees (persons)**	**2.097**	**2.141**	**2.075**
Intensitas Penggunaan Air (M³/Orang) **Water Consumption Intensity (M³/PERSON)**	**42.497,38**	**1.531,01**	**308,91**

Tabel Pelepasan Air ke Badan Air
Table of Water Discharge to Water Bodies

Pelepasan Air ke Badan Air (m³) Water Discharge to Water Bodies (m³)	
Sumber Source	**2025**
Air dari Pihak Ketiga Water from Third Parties	**101,52**
Air Laut Sea Water	**8.492,16**
Air Bawah Tanah Groundwater	**966.624,10**
Jumlah **Total**	**975.217,78**

Penggunaan air Perseroan mengacu pada lokasi proyek yang masih berjalan maupun proyek yang selesai pada tahun 2025. Sampai dengan akhir periode pelaporan, data penggunaan air belum dapat diungkapkan secara detail per wilayah. Namun, Perseroan dapat memastikan bahwa penggunaan air telah dipantau dan dikelola sesuai kebutuhan masing-masing proyek serta mengikuti ketentuan pengelolaan lingkungan yang berlaku.

Pembuangan Air [GRI 303-1, 303-2, 303-4]

Hutama Karya telah menetapkan prosedur standar yang komprehensif dalam pengelolaan limbah cair untuk meminimalkan dampak negatif terhadap lingkungan. Sebagai bagian dari upaya tersebut, Perseroan secara tegas menghindari pembuangan limbah cair langsung ke lingkungan, memastikan bahwa semua proses pembuangan dilakukan dengan cara yang ramah lingkungan dan sesuai dengan regulasi yang berlaku.

Hutama Karya berkomitmen untuk mengelola sumber daya air secara efisien dan berkelanjutan. Sebagai bagian dari upaya tersebut, Perseroan telah memasang Instalasi Pengolahan Air Limbah (IPAL) di HK Tower dan Biotank di setiap lokasi proyek yang dibutuhkan, serta mengolah seluruh air yang digunakan dalam proses produksi secara efektif. Proses pemisahan, pengolahan, dan pemantauan kualitas air limbah dilakukan secara berkala untuk memastikan bahwa air limbah yang dihasilkan memenuhi baku mutu yang ditetapkan oleh Peraturan Menteri Lingkungan Hidup dan Kehutanan Republik Indonesia Nomor 68 Tahun 2016. Parameter yang dipantau meliputi pH, BOD, dan COD, guna menjaga kualitas air di badan air dan mendukung kelestarian lingkungan. Perseroan terus melakukan peningkatan teknologi pengolahan, sistem pemantauan yang lebih canggih, serta penerapan prosedur yang lebih efektif dan efisien.

Seluruh air limbah yang dihasilkan dari kegiatan konstruksi, perkantoran, dan aktivitas pendukung lainnya dikelola melalui sistem terstruktur yang mengacu pada peraturan lingkungan hidup, diawali dengan identifikasi sumber potensi pencemaran serta penilaian risiko dari penggunaan bahan kimia dan limbah cair. Perusahaan menerapkan standar ketat dalam penyimpanan bahan berbahaya di area tertutup dan aman, dilengkapi sistem tanggap darurat serta tenaga kerja terlatih, guna mencegah kebocoran dan kontaminasi. Dalam praktiknya, limbah cair tidak dibuang langsung ke lingkungan, melainkan ditampung dan diolah terlebih dahulu, termasuk melalui pemisahan aliran air bersih dan limbah serta pengaturan drainase permukaan. Hutama Karya juga mengoperasikan instalasi pengolahan air limbah (IPAL) untuk memastikan kualitas air buangan memenuhi standar, dengan pemantauan rutin terhadap parameter penting seperti pH, BOD, dan COD. Upaya ini diperkuat dengan pemanfaatan teknologi ramah lingkungan, seperti daur ulang air untuk kebutuhan non-kritis, serta peningkatan kesadaran karyawan melalui pelatihan dan simulasi darurat. Selain itu, perusahaan mendorong transparansi melalui sistem pelaporan internal dan komunikasi aktif dengan pemangku kepentingan, sehingga seluruh rangkaian pengelolaan air limbah dapat berjalan efektif, akuntabel, dan selaras dengan tujuan pembangunan berkelanjutan.

Dalam upaya mendukung transparansi dan akuntabilitas, Hutama Karya juga menyediakan prosedur pelaporan internal bagi karyawan untuk melaporkan kejadian yang dapat berdampak pada kualitas air. Komunikasi terbuka dengan pemangku kepentingan, termasuk masyarakat dan otoritas lingkungan, dilakukan melalui laporan pemantauan berkala serta partisipasi dalam *forum* publik, guna memastikan adanya pengelolaan yang transparan dan bertanggung jawab terhadap lingkungan.

The Company's water consumption refers to ongoing projects as well as projects completed in 2025. As of the end of the reporting period, detailed water consumption data by region has not yet been available for disclosure. Nevertheless, the Company ensures that water consumption has been monitored and managed according to the requirements of each project and in compliance with applicable environmental management regulations.

Water Discharge [GRI 303-1, 303-2, 303-4]

Hutama Karya has established comprehensive standard procedures for wastewater management to minimize negative environmental impacts. As part of these efforts, the Company strictly avoids direct discharge of wastewater into the environment, ensuring that all discharge processes are carried out in an environmentally friendly manner and in compliance with applicable regulations.

Hutama Karya is committed to managing water resources efficiently and sustainably. As part of this commitment, the Company has installed Wastewater Treatment Plants (IPAL) at HK Tower and biotank systems at project sites where required, and effectively treats all water used in production processes. Wastewater separation, treatment, and quality monitoring are conducted regularly to ensure compliance with the standards set under the Minister of Environment and Forestry Regulation No. 68 of 2016. Parameters monitored include pH, BOD, and COD to maintain water quality in receiving water bodies and support environmental preservation. The Company continuously improves treatment technology, enhances monitoring systems, and implements more effective and efficient procedures.

All wastewater generated from construction activities, office operations, and other supporting activities is managed through a structured system that refers to environmental regulations, commencing with the identification of potential pollution sources and risk assessment of chemical usage and liquid waste. The Company applies stringent standards in the storage of hazardous materials within secure and enclosed areas, supported by emergency response systems and trained personnel, in order to prevent leakage and contamination. In practice, wastewater is not directly discharged into the environment, but is first collected and treated, including through the separation of clean water and wastewater streams as well as the regulation of surface drainage systems. Hutama Karya also operates wastewater treatment plants (IPAL) to ensure that discharged water quality complies with applicable standards, with routine monitoring of key parameters such as pH, BOD, and COD. These efforts are further strengthened by the utilization of environmentally friendly technologies, such as water recycling for non-critical uses, as well as the enhancement of employee awareness through training and emergency simulations. In addition, the Company promotes transparency through internal reporting systems and active communication with stakeholders, ensuring that the overall wastewater management process is conducted effectively, accountably, and in alignment with sustainable development objectives.

To support transparency and accountability, Hutama Karya also provides internal reporting procedures for employees to report incidents that may affect water quality. Open communication with stakeholders, including communities and environmental authorities, is maintained through periodic monitoring reports and participation in public forums to ensure transparent and responsible environmental management.

Perseroan menggunakan air permukaan, air dari pihak ketiga, dan air tanah yang merupakan air tawar (<1.000 mg/L total padatan terlarut), dan air laut yang merupakan air lainnya (>1.000 mg/L total padatan terlarut).

Sepanjang tahun 2025, tidak terdapat insiden ketidakpatuhan terkait pembuangan air.

The Company utilizes surface water, third-party water, and groundwater, all of which are classified as freshwater (<1,000 mg/L total dissolved solids), as well as seawater, which is classified as other water sources (>1,000 mg/L total dissolved solids).

Throughout 2025, there were no incidents of non-compliance related to water discharge.

Tabel Pelepasan Ke Badan Air
Table of Water Discharge to Water Bodies

Sumber Source	Satuan Units	2025	2024	2023
Air Permukaan Surface Water	m^3	-	-	-
Air dari Pihak Ketiga Water from Third Parties	m^3	101,52	-	-
Air Tanah Groundwater	m^3	966.624,10	-	-
Air Laut Sea Water	m^3	8.492,16	-	-
Jumlah **Total**	m^3	975.217,78	**30.716**	**-**
	megaliter	975.22	**30,72**	**-**

Seluruh air yang diambil digunakan sampai habis, dan apabila air tersebut masih layak untuk disiram ke proyek (daily) mengurangi debu proyek

All abstracted water is fully utilized, and where such water remains suitable, it is reused for routine project spraying (daily) to reduce dust at project sites.

INISIATIF EFISIENSI AIR [OJK F.8]
WATER EFFICIENCY INITIATIVES

Fokus utama Hutama Karya dalam pelestarian sumber daya air adalah dengan mengoptimalkan efisiensi penggunaan air melalui inisiatif-inisiatif berikut:

1. Menerapkan langkah-langkah sistematis pemanfaatan air tanah, dimulai dari identifikasi lokasi cekungan air tanah (CAT), mempertimbangkan perubahan muka air, kondisi lingkungan, serta ketersediaan sumber air lain.
2. Memastikan kepatuhan terhadap regulasi lokal melalui koordinasi dengan pemerintah dan instansi terkait, serta mengajukan izin sesuai prosedur yang berlaku setelah perencanaan yang rinci dan efisien disusun.
3. Memelihara fungsi resapan air dengan melalui pengaturan daerah sempadan sumber air, rehabilitasi hutan, dan mengembangkan dan membangun sumur resapan dan lubang biopori. Pembangunan sumur resapan dilakukan dengan memperhatikan standar keamanan yang ketat, seperti menjaga jarak minimum lima meter dari *septic tank* dan satu meter dari pondasi bangunan.
4. Pemanenan air hujan (*rainwater harvesting*) sesuai dengan kebutuhan dan ketersediaan teknologi yang ada.
5. Penggunaan teknologi ramah lingkungan, seperti penggunaan kran air otomatis dan toilet hemat air.
6. Sosialisasi dan edukasi rutin untuk meningkatkan kesadaran karyawan dalam menerapkan perilaku efisien dalam penggunaan air.
7. Pengaturan pelampung otomatis dan *sub-metering*.

Hutama Karya's main focus in water resource conservation is optimizing water use efficiency through the following initiatives:

1. Implementing systematic groundwater utilization measures, starting from the identification of Groundwater Basin (CAT) areas, considering changes in groundwater levels, environmental conditions, and the availability of other water sources.
2. Ensuring compliance with local regulations through coordination with government authorities and related agencies, as well as obtaining permits in accordance with applicable procedures after detailed and efficient planning.
3. Maintaining water catchment functions through regulation of buffer zones around water sources, forest rehabilitation, and the development of infiltration wells and biopore holes. The construction of infiltration wells is carried out in accordance with strict safety standards, such as maintaining a minimum distance of five meters from septic tanks and one meter from building foundations.
4. Rainwater harvesting in accordance with needs and available technology.
5. Use of environmentally friendly technologies, such as automatic water taps and water-saving toilets.
6. Regular socialization and education to raise employee awareness in implementing water-efficient behaviors.
7. Implementation of automatic float systems and sub-metering.

8. Memperhatikan pemeliharaan pipa distribusi air guna mencegah kebocoran yang dapat mengakibatkan pemborosan dan kerugian sumber daya.
9. Mengurangi konsumsi air bersih dengan memaksimalkan pemanfaatan kembali air buangan.
10. Pendayagunaan sumber daya air dengan melalui inventarisasi potensi air, proses perizinan yang sesuai prosedur, serta uji kelayakan kualitas air sebelum digunakan.

8. Maintenance of water distribution pipelines to prevent leaks that may lead to resource waste and losses.
9. Reducing clean water consumption by maximizing the reuse of wastewater.
10. Utilization of water resources through inventory of water potential, proper licensing processes, and water quality feasibility testing prior to use.

Aspek Keanekaragaman Hayati

Dampak dari Wilayah Operasional yang Dekat atau Berada Di Daerah Konservasi atau Memiliki Keanekaragaman Hayati dan Usaha Konservasi Keanekaragaman Hayati [OJK F.9, F.10, GRI 101-1, 101-2, 101-3, 101-4, 101-5, 101-6, 101-7, 101-8]

Hutama Karya menyadari bahwa upaya menjaga serta melindungi keanekaragaman hayati merupakan bagian yang tidak terpisahkan dari keberlanjutan kegiatan usaha. Keanekaragaman hayati tidak hanya berperan dalam menjaga keseimbangan dan kesehatan ekosistem, tetapi juga mendukung ketersediaan sumber daya alam yang diperlukan untuk menunjang keberlangsungan operasional Perseroan di masa mendatang. Sehubungan dengan hal tersebut, Hutama Karya telah melaksanakan berbagai inisiatif dan langkah nyata dalam rangka perlindungan dan pelestarian keanekaragaman hayati, meskipun hingga saat ini Perseroan belum melakukan kajian baseline terkait keanekaragaman hayati.

Di tahun 2025, terdapat 3 (tiga) area yang dilaporkan tersebut menjadi jalur untuk hewan melintas seperti gajah, reptil dan primata lainnya sesuai dengan yang dilaporkan oleh Dinas Lingkungan Hidup dan Kehutanan. Luas area tersebut yaitu 169.344,61 m2. Oleh karenanya, tim membuat dan menyesuaikan desain agar menjadi jalur khusus untuk hewan-hewan tersebut. Perseroan membuat 2 (dua) Jembatan Primata, 1 (satu) *Box* Reptil dan desain jembatan menyesuaikan untuk menjadi jalur gajah melalui kegiatan ini, maka tujuan dan target terkait keanekaragaman hayati telah terpenuhi. Upaya pelestarian keanekaragaman hayati lainnya yaitu dengan melakukan reboisasi dengan cara penanaman 1.600 bibit-bibit pohon pada area disposal guna menjaga kelestarian hutan serta program pelepasan ikan & burung pada beberapa area. Perseroan mengidentifikasi beberapa faktor utama yang berpotensi menyebabkan kehilangan biodiversitas dalam kegiatan operasional, antara lain:

1. Perubahan penggunaan lahan akibat pembangunan infrastruktur
2. Aktivitas konstruksi yang berpotensi mengganggu habitat
3. Perubahan morfologi lahan dan sistem drainase

Perseroan juga memiliki Ruang Terbuka Hijau (RTH) sebesar.53.615.259,64 m^2 yang merupakan komitmen Perseroan dalam menjaga lingkungan sekitar jalan tol (Rumija).

Identifikasi faktor-faktor ini menjadi dasar dalam penyusunan langkah mitigasi yang lebih efektif dan terarah. Namun demikian, besaran hektar area yang menjadi perlintasan hewan belum dapat ditetapkan. Identifikasi perlintasan hewan saat ini dilihat berdasarkan luasan area proyek yang berpotensi beririsan dengan habitat atau jalur perlintasan satwa, sesuai dengan dokumen lingkungan/AMDAL masing-masing proyek. Sebagai contoh, pada

Biodiversity Aspect

Impacts from Operational Areas Located Near or Within Conservation Areas or Areas with High Biodiversity, and Biodiversity Conservation Efforts [OJK F.9, F.10, GRI 101-1, 101-2, 101-3, 101-4, 101-5, 101-6, 101-7, 101-8]

Hutama Karya recognizes that efforts to preserve and protect biodiversity constitute an integral part of the sustainability of its business activities. Biodiversity plays a critical role not only in maintaining ecosystem balance and health but also in supporting the availability of natural resources required to sustain the Company's future operations. In this regard, Hutama Karya has undertaken various initiatives and concrete measures to protect and conserve biodiversity, although to date the Company has not conducted a formal biodiversity baseline assessment.

In 2025, there were 3 (three) reported areas identified as wildlife crossing corridors for elephants, reptiles, and other primates, as reported by the Environmental and Forestry Agency. The total area amounted to 169,344.61 m2. Accordingly, the Company adjusted infrastructure designs to accommodate dedicated wildlife crossings. The Company constructed 2 (two) Primate Bridges, 1 (one) Reptile Box, and adapted bridge designs to serve as elephant crossings. Through these initiatives, the Company's biodiversity-related objectives and targets have been achieved. Other biodiversity conservation efforts included reforestation through the planting of 1,600 tree seedlings in disposal areas to support forest preservation, as well as fish and bird release programs conducted in several locations. The Company has identified several key factors that may potentially lead to biodiversity loss in its operations, including:

1. Land use changes resulting from infrastructure development;
2. Construction activities that may disrupt natural habitats; and
3. Changes in land morphology and drainage systems.

The Company also maintains Green Open Space (RTH) covering an area of 53,615,259.64 m^2 as part of its commitment to preserving the environment surrounding the toll road right-of-way (Rumija).

The identification of these factors forms the basis for the development of more effective and targeted mitigation measures. However, the total area in hectares serving as animal crossing corridors has not yet been determined. The identification of animal crossing areas is currently based on the extent of project areas that potentially overlap with wildlife habitats or migration corridors, in accordance with the environmental documents/Environmental Impact Assessment (AMDAL) of each

ruas Pekanbaru–Dumai terdapat area yang diidentifikasi sebagai perlintasan gajah. Penentuan area tersebut mengacu pada panjang ruas dan *Right of Way* (ROW) sebagaimana tercantum dalam dokumen AMDAL.

Sebagai komitmen dalam melindungi keanekaragaman hayati, Perseroan menjalankan berbagai inisiatif pengelolaan sumber daya alam yang berkelanjutan untuk mengurangi dampak negatif terhadap ekosistem. Hal ini tercermin dalam kebijakan Hutama Karya yang mendukung kelestarian lingkungan, seperti yang tercantum dalam Kebijakan QHSSEMS, Kebijakan Khusus QHSSEMS, dan Kebijakan RTS yang disahkan dalam Keputusan Direksi No. 2021/KPTS/66/VII/2024.

Perseroan juga memiliki komitmen untuk mengelola dampak terhadap keanekaragaman hayati melalui penerapan prinsip *mitigation hierarchy* (*avoid, minimize, restore*). Komitmen ini merupakan bagian dari kebijakan lingkungan perusahaan serta nilai inti perusahaan yang tercermin dalam Golden Rules, salah satu prinsip utamanya adalah "*zero environmental damage*". Komitmen tersebut diwujudkan melalui pelaksanaan studi AMDAL pada seluruh proyek, prosedur konstruksi keberlanjutan beserta instruksi kerja terkait rencana manajemen habitat serta integrasi aspek perlindungan lingkungan dalam perencanaan dan pelaksanaan konstruksi, khususnya pada proyek yang berada di area dengan sensitivitas ekologis tinggi. Pada tahap awal, perusahaan mengidentifikasi potensi dampak melalui kajian AMDAL, termasuk analisis terhadap habitat alami dan potensi perlintasan satwa liar. Seluruh kegiatan Pembangunan Proyek mengacu pada AMDAL, salah satu program keanekaragaman hayati yang dilakukan yaitu melakukan reboisasi dengan cara penanaman bibit-bibit pohon pada area disposal dan lokasi TIP guna menjaga kelestarian hutan serta program pelepasan ikan & burung pada beberapa area.

Sebagai bagian dari upaya mitigasi, perusahaan telah mengimplementasikan berbagai solusi berbasis desain infrastruktur yang ramah lingkungan. Salah satu contoh nyata adalah pada proyek Jalan Tol Pekanbaru–Dumai yang melintasi koridor gajah, serta pembangunan fasilitas perlintasan satwa pada Tol Sigli–Banda Aceh (Sibanceh) Seksi 1 (Padang Tidji–Seulimeum), yang mencakup:
1. Jembatan khusus gajah (*elephant crossing*)
2. Struktur beton pracetak untuk perlintasan reptil
3. Jembatan kanopi berbasis kabel untuk pergerakan primata

Selain itu, pada tahap konstruksi, perusahaan menerapkan pengendalian dampak lingkungan melalui:
1. Program revegetasi dan penanaman ulang
2. Pengendalian erosi
3. Perlindungan lereng melalui *slope protection, safety net*, dan *scaling*

Selain itu, Perseroan berkomitmen untuk mengedepankan prinsip keberlanjutan dalam setiap aspek operasional dan terus memantau serta mengevaluasi potensi risiko terhadap keanekaragaman hayati pada masa depan. Hutama Karya mendukung berbagai upaya konservasi keanekaragaman hayati di luar area operasionalnya. Upaya tersebut meliputi kegiatan tebang pindah untuk tanaman ukuran besar serta kegiatan *mock up hydroseeding* untuk penanganan lereng dan pencegahan erosi tanah.

Dalam upaya pengelolaan keanekaragaman hayati, Perseroan senantiasa melibatkan pemangku kepentingan terkait, khususnya dalam proses penyusunan AMDAL dan koordinasi dengan instansi lingkungan hidup. Keterlibatan ini bertujuan untuk memastikan bahwa seluruh potensi dampak terhadap ekosistem dan satwa liar dapat diidentifikasi dan dikelola secara tepat. Selain itu, Perseroan juga mempertimbangkan dampak dari rantai pasokan, termasuk

respective project. For example, along the Pekanbaru–Dumai toll road section, certain areas have been identified as elephant crossing corridors. The determination of these areas refers to the length of the road section and the Right of Way (ROW) as stipulated in the AMDAL documents.

As part of its commitment to biodiversity protection, the Company implements various sustainable natural resource management initiatives to reduce adverse impacts on ecosystems. This commitment is reflected in Hutama Karya's policies supporting environmental preservation, as outlined in the QHSSE MS Policy, Specific QHSSE MS Policy, and RTS Policy as stipulated in Board of Directors Decree No. 2021/KPTS/66/VII/2024.

The Company is also committed to managing biodiversity impacts through the application of the mitigation hierarchy (avoid, minimize, restore). This commitment forms part of the Company's environmental policy and core values, as reflected in the Golden Rules, one of which emphasizes "zero environmental damage." This commitment is implemented through the execution of Environmental Impact Assessment (AMDAL) studies for all projects, sustainable construction procedures, work instructions related to habitat management plans, and the integration of environmental protection aspects into project planning and execution, particularly for projects located in ecologically sensitive areas. At the initial stage, the Company identifies potential impacts through AMDAL studies, including analyses of natural habitats and wildlife crossing potential. All project development activities refer to AMDAL requirements, including biodiversity programs such as reforestation through tree planting in disposal and TIP areas, as well as fish and bird release programs in several locations.

As part of mitigation efforts, the Company has implemented various environmentally friendly infrastructure design solutions. One notable example is the Pekanbaru–Dumai Toll Road project, which passes through an elephant corridor, as well as the construction of wildlife crossing facilities on the Sigli–Banda Aceh (Sibanceh) Toll Road Section 1 (Padang Tidji–Seulimeum), which include:

1. Dedicated elephant crossing bridges;
2. Precast concrete structures for reptile crossings; and
3. Cable-based canopy bridges for primate movement.

In addition, during the construction phase, the Company implements environmental impact control measures through:
1. Revegetation and replanting programs;
2. Erosion control; and
3. Slope protection through slope protection systems, safety nets, and scaling

Furthermore, the Company is committed to prioritizing sustainability principles in all aspects of its operations and continuously monitoring and evaluating potential risks to biodiversity in the future. Hutama Karya supports various biodiversity conservation efforts beyond its operational areas, including tree relocation (transplanting of large plants) and mock-up hydroseeding activities for slope stabilization and soil erosion prevention.

In managing biodiversity, the Company consistently involves relevant stakeholders, particularly in the preparation of Environmental Impact Assessments (AMDAL) and coordination with environmental authorities. This engagement aims to ensure that all potential impacts on ecosystems and wildlife are properly identified and managed. In addition, the Company also considers impacts arising from its supply chain, including the sourcing of construction

sumber material konstruksi dan aktivitas pemasok yang berpotensi memengaruhi keanekaragaman hayati. Berdasarkan proses tersebut, Perseroan menentukan lokasi dan aktivitas dengan dampak paling signifikan, seperti pembangunan koridor jalan yang berpotensi menyebabkan fragmentasi habitat, gangguan jalur pergerakan satwa, serta perubahan tutupan lahan dan vegetasi. Sampai dengan akhir tahun 2025, Perseroan tidak melakukan aktivitas yang berkaitan dengan akses dan pemanfaatan sumber daya genetik maupun pengetahuan tradisional yang tunduk pada ketentuan Access and Benefit-Sharing (ABS). Oleh karena itu, ketentuan ABS tidak material dalam kegiatan operasional Perseroan.

Perseroan senantiasa melakukan pemantauan terhadap potensi dampak lingkungan termasuk dalam rantai pasokannya melalui sistem evaluasi kinerja lingkungan perusahaan (*environmental performance*), yang menjadi bagian dari fungsi QHSSE. Pemantauan ini mencakup identifikasi potensi kerusakan lingkungan serta evaluasi efektivitas langkah mitigasi yang telah diterapkan.

Namun demikian, Perseroan belum melakukan kajian *baseline* keanekaragaman hayati pada lokasi operasional yang diidentifikasi.

Hasil pemantauan digunakan sebagai dasar untuk peningkatan berkelanjutan dalam pengelolaan lingkungan, serta untuk memastikan bahwa kegiatan operasional tetap selaras dengan komitmen perusahaan terhadap prinsip *zero environmental damage*. Namun demikian, besaran hektar area yang menjadi perlintasan hewan belum dapat ditetapkan. Identifikasi perlintasan hewan saat ini dilihat berdasarkan luasan area proyek yang berpotensi beririsan dengan habitat atau jalur perlintasan satwa, sesuai dengan dokumen lingkungan/AMDAL masing-masing proyek. Sebagai contoh, pada ruas Pekanbaru–Dumai terdapat area yang diidentifikasi sebagai perlintasan gajah. Penentuan area tersebut mengacu pada panjang ruas dan Right of Way (ROW) sebagaimana tercantum dalam dokumen AMDAL.

Di tahun 2025, Perseroan tidak mengidentifikasi adanya lokasi operasional yang termasuk dalam kategori kawasan yang mengalami degradasi cepat dalam hal integritas ekosistem, kawasan dengan risiko fisik air tinggi, maupun kawasan yang penting bagi penyaluran manfaat layanan ekosistem kepada masyarakat adat, komunitas lokal, dan pemangku kepentingan lainnya selama periode pelaporan.

Upaya pemulihan dilakukan melalui program revegetasi dan rehabilitasi lahan pada area terdampak kegiatan konstruksi. Program ini bertujuan untuk mengembalikan fungsi ekologis lahan, meningkatkan stabilitas tanah, serta mendukung pemulihan habitat alami. Kegiatan revegetasi dilakukan dengan mempertimbangkan kondisi lokal dan karakteristik vegetasi setempat untuk memastikan keberlanjutan ekosistem. Selain itu, Perseroan juga mengintegrasikan pendekatan berbasis desain infrastruktur untuk mendukung keberlanjutan biodiversitas. Inisiatif ini bertujuan untuk menjaga konektivitas habitat dan meminimalkan dampak fragmentasi ekosistem akibat pembangunan jalan tol.

Perseroan melakukan pengujian kualitas lingkungan, termasuk uji air dan udara, sesuai ketentuan dan prosedur internal Perseroan. Pengujian tersebut dilakukan secara berkala minimal 1 (satu) kali dalam satu tahun, atau mengikuti ketentuan yang berlaku pada masing-masing proyek. Terkait keanekaragaman hayati, Perseroan belum melakukan identifikasi secara spesifik terhadap jumlah dan jenis polutan yang secara langsung dikaitkan dengan dampak biodiversity, serta belum melakukan pemisahan data pengambilan

materials and supplier activities that may affect biodiversity. Based on this process, the Company identifies locations and activities with the most significant impacts, such as road corridor development that may lead to habitat fragmentation, disruption of wildlife movement, and changes in land cover and vegetation. As of the end of 2025, the Company had not undertaken any activities related to the access to or utilization of genetic resources or traditional knowledge that are subject to Access and Benefit-Sharing (ABS) requirements. Accordingly, ABS-related considerations are not material to the Company's operational activities.

The Company continuously monitors potential environmental impacts, including those arising from its supply chain, through its environmental performance evaluation system, which forms part of the Quality, Health, Safety, Security, and Environment (QHSSE) function. This monitoring includes the identification of potential environmental degradation as well as the evaluation of the effectiveness of implemented mitigation measures.

However, the Company has not yet conducted a biodiversity baseline assessment for the identified operational locations.

The results of such monitoring serve as the basis for continuous improvement in environmental management and to ensure that operational activities remain aligned with the Company's commitment to the principle of zero environmental damage. However, the extent in hectares of designated wildlife crossing areas has not yet been determined. The identification of wildlife crossing corridors is currently based on the area of project sites that potentially overlap with wildlife habitats or animal movement corridors, in accordance with the environmental documents/Environmental Impact Assessment (AMDAL) of each respective project. For instance, along the Pekanbaru–Dumai section, certain areas have been identified as elephant crossing corridors. The delineation of such areas is based on the length of the road section and the Right of Way (ROW) as stipulated in the AMDAL documents.

In 2025, the Company did not identify any operational locations that fall within areas experiencing rapid ecosystem integrity degradation, areas with high physical water risk, or areas that are critical for the delivery of ecosystem service benefits to Indigenous Peoples, local communities, and other stakeholders during the reporting period.

Restoration efforts are carried out through revegetation and land rehabilitation programs in areas affected by construction activities. These programs aim to restore ecological functions, improve soil stability, and support the recovery of natural habitats. Revegetation activities are conducted by considering local conditions and vegetation characteristics to ensure ecosystem sustainability. In addition, the Company integrates infrastructure design-based approaches to support biodiversity sustainability. These initiatives aim to maintain habitat connectivity and minimize ecosystem fragmentation resulting from toll road development.

The Company conducts environmental quality testing, including water and air quality testing, in accordance with applicable regulations and the Company's internal procedures. Such testing is performed periodically, at least once a year, or in accordance with the requirements applicable to each project. With respect to biodiversity, the Company has not yet conducted a specific identification of the type and quantity of pollutants directly linked to biodiversity impacts, nor has it separated water withdrawal

dan konsumsi air dalam satuan megaliter yang secara khusus dikaitkan dengan dampak terhadap keanekaragaman hayati. Selama periode pelaporan, Perseroan juga tidak mengidentifikasi adanya potensi masuk maupun penyebaran spesies asing invasif pada lokasi operasional, serta tidak melakukan pengambilan spesies liar dari alam.

and consumption data in megaliters specifically associated with biodiversity impacts. During the reporting period, the Company also did not identify any potential introduction or spread of invasive alien species at its operational sites, and did not engage in the extraction of wild species from nature.

Dalam mendukung keberlanjutan jangka panjang, perusahaan juga menerapkan langkah-langkah pengendalian dampak seperti pengendalian erosi, perlindungan lereng melalui *slope protection*, serta pemantauan kondisi lingkungan melalui sistem evaluasi kinerja lingkungan. Upaya ini tidak hanya berfungsi sebagai mitigasi, tetapi juga sebagai bagian dari proses pemulihan dan peningkatan kualitas lingkungan di sekitar proyek.

To support long-term sustainability, the Company also implements impact control measures such as erosion control, slope protection, and environmental condition monitoring through its environmental performance evaluation system. These efforts function not only as mitigation measures but also as part of the restoration process and environmental quality improvement in project areas.

Selama periode pelaporan, Perseroan belum mengidentifikasi jumlah dan jenis polutan yang dihasilkan, data pengambilan dan konsumsi air (megaliter) yang terkait dengan dampak terhadap keanekaragaman hayati, serta tidak mengidentifikasi adanya potensi masuk maupun penyebaran spesies asing invasif pada lokasi operasional. Perseroan juga tidak melakukan pengambilan spesies liar dari alam selama periode pelaporan.

During the reporting period, the Company had not yet identified the quantity and types of pollutants generated, nor had it compiled water withdrawal and consumption data (in megaliters) associated with biodiversity-related impacts. In addition, the Company did not identify any potential introduction or spread of invasive alien species within its operational locations. The Company also did not harvest or extract any wild species from natural habitats during the reporting period.

Ke depan, Perseroan melihat potensi untuk mengembangkan pendekatan yang lebih terintegrasi, termasuk penerapan konsep koridor hijau (*green corridor*) pada infrastruktur jalan tol, yang menggabungkan fungsi transportasi, energi, dan konservasi lingkungan dalam satu sistem yang berkelanjutan.

Going forward, the Company sees the potential to develop a more integrated approach, including the implementation of the green corridor concept in toll road infrastructure, which integrates transportation, energy, and environmental conservation functions into a sustainable system.

REALISASI UPAYA PELESTARIAN KEANEKARAGAMAN HAYATI
REALIZATION OF BIODIVERSITY CONSERVATION EFFORTS

Hutama Karya menyadari bahwa upaya menjaga dan melindung keanekaragaman hayati merupakan bagian yang tidak terpisahkan dari keberlanjutan kegiatan usaha. Keanekaragaman hayati tidak hanya berperan dalam menjaga keseimbangan dan kesehatan ekosistem. Sehubungan dengan hal tersebut, Hutama Karya telah melaksanakan berbagai inisiatif dan langkah nyata dalam rangka perlindungan dan pelestarian keanekaragaman hayati.

Hutama Karya recognizes that efforts to preserve and protect biodiversity are an integral part of sustainable business practices. Biodiversity plays a crucial role in maintaining ecosystem balance and health. In this regard, Hutama Karya has implemented various initiatives and concrete actions to support the protection and conservation of biodiversity.

Dukungan Konservasi Satwa

Sejalan dengan komitmen Hutama Karya dalam menghadirkan jalan tol yang berkelanjutan dan ramah terhadap satwa, tidak terlepas dari ketersinggungan operasional dengan ekosistem alam. Pembangunan jalan tol maupun konstruksi gedung dan lainnya dilengkapi dengan dokumen Analisis Mengenai Dampak Lingkungan (AMDAL) untuk memastikan setiap proyek dijalankan dengan memperhatikan dampaknya terhadap lingkungan dan keanekaragaman hayati.

Wildlife Conservation Support

In line with Hutama Karya's commitment to developing sustainable and wildlife-friendly toll roads, the Company acknowledges the intersection between its operations and natural ecosystems. The construction of toll roads, buildings, and other infrastructure is supported by Environmental Impact Assessment (AMDAL) documents to ensure that each project is carried out with careful consideration of its environmental and biodiversity impacts.

Mengacu kepada AMDAL, salah satu program yang dilaksanakan untuk menjaga kelestarian keanekaragaman hayati adalah menghadirkan Underpass Perlintasan Gajah (UPG) di ruas tol Pekanbaru – Dumai seluas 169.344,61 m^2. Ruas tol ini melintasi langsung Taman Suaka Margasatwa Balai Raja yang hidup di dalamnya habitat Gajah Sumatera. Terobosan ini bukan sekadar solusi infrastruktur, melainkan bukti nyata komitmen menjaga harmonisasi pembangunan dengan konservasi sarwa langka Indonesia.

In accordance with the Environmental Impact Assessment (AMDAL), one of the programs implemented to preserve biodiversity is the provision of the Elephant Crossing Underpass (UPG) along the Pekanbaru–Dumai Toll Road, covering an area of 169,344.61 m^2.This toll road directly passes through the Balai Raja Wildlife Reserve, which serves as a habitat for the endangered Sumatran elephants. This breakthrough is not merely an infrastructure solution, but a tangible demonstration of the Company's commitment to harmonizing development with the conservation of Indonesia's endangered wildlife.

Inovasi UPG yang dilakukan Hutama Karya memungkinkan mamalia endemik Gajah Sumatera berpindah antarhabitat tanpa hambatan. Desain terowongan dirancang berbasis data perjalan dan perilaku gajah, didukung dengan teknologi GPS Collar untuk memantau pergerakn, perilaku dan keberadaan gajah secara real-time melalui perangkat yang dipasang di leher gajah, sehingga aktivitas tetap alami dan populasi tetap lestari. Dengan demikian, kehadiran jalan tol tidak lagi menjadi ancaman, melainkan dapat memperkuat ekosistem dan keberlanjutan Gajah Sumatera di Riau.

Selain itu, berkolaborasi dengan Balai Besar Konservasi Sumber Daya Alam (BKSDA) Provinsi Riau dan Rimba Satwa Foundation (RSF), Hutama Karya melakukan penguatan program Konservasi Gajah dengan penanaman pohon sebanyak 1.220 bibit di sekitar UPG dan ruas tol. Pengkayaan pakan bagi satwa di sekitar area konservasi ini adalah untuk tetap menjaga kelestarian ekosistem dan variasi pakan satwa.

Penanaman Pohon

Mendukung kebijakan dekarbonisasi perusahaan dan tanggung jawab terhadap kelestarian lingkungan pasca konstruksi dan pengoperasian jalan tol maupun pekerjaan konstruksi lainnya, Hutama Karya terus berupaya menghadirkan ruang hijau untuk memitigasi perubahan iklim dan mengurangi kontribusi gas rumah kaca ke atmosfer dengan rutin melakukan penanaman pohon. Penanaman pohon ini dilakukan baik di sekitar aktivitas bisnis perusahaan maupun kepada masyarakat.

Selama tahun 2025, Unit Tanggung Jawab Sosial dan Lingkungan Perusahaan melakukan penanaman pohon produktif di masyarakat dan mendukung konservasi pantai dengan menanam mangrove, total pohon yang tertanam sebanyak 1.600 pohon. Selain itu, Divisi Operasi selaku owner maupun kontraktor proyek juga aktif melakukan penanaman dan pemeliharaan pohon.

Pengolahan Sampah di Rest Area

Jalan tol berkelanjutan dan ramah lingkungan adalah salah satu agenda perusahaan dalam menghadirkan bisnis yang peduli akan kelestarian keanekaragaman hayati. Hutama Karya berupaya melakukan optimalisasi pengelolaan limbah sampah organik dengan menggunakan metode Black Solder Fly (BSF) atau magggot di Rest Area Km 215 dan 277 pada ruas tol Terbanggi Besar – Pematang Panggang – Kayu Agung (TERPEKA).

Optimalisasi pengelolaan dan pengolahan sampah organik ini juga sebagai upaya Perseroan dalam efisiensi pengangkutan sampah organik di rest area ke Tempat Pembuangan Akhir (TPA) sekaligus diharapkan menjadi salah satu destinasi eco-wisata bagi pengguna jalan tol yang singgah di rest area Km 215 dan 277 dalam memanfaatkan sampah organik menjadi barang daur ulang yang bernilai ekonomis.

Fasilitas yang disediakan dalam pengolahan sampah organik adalah dengan membentuk Unit Pengelolaan Sampah Terpadu (UPST) di rest area dilengkapi dengan Rumah Maggot yang difungsikan untuk budidaya maggot. Dengan adanya Rumah Maggot ini, hasil pengolahan sampah organik dapat dimanfaatkan untuk bercocok tanam berupa sayuran dan vegetasi lainnya di rest area, serta pemanfaatan maggot sebagai pakan tambahan budidaya ikan.

The UPG innovation enables endemic Sumatran elephants to move between habitats without obstruction. The tunnel design is based on data regarding elephant movement patterns and behavior, supported by GPS collar technology to monitor movement, behavior, and location in real time through devices attached to the elephants' necks. This ensures that their activities remain natural and their population is preserved. Thus, the presence of the toll road no longer poses a threat, but instead strengthens the ecosystem and supports the sustainability of Sumatran elephants in Riau.

In addition, in collaboration with the Natural Resources Conservation Agency (BKSDA) of Riau Province and the Rimba Satwa Foundation (RSF), Hutama Karya has strengthened its elephant conservation program by planting 1,220 trees around the underpass and toll road areas. This initiative enriches food sources for wildlife in the conservation area, helping to maintain ecosystem sustainability and biodiversity.

Tree Planting

To support the Company's decarbonization policy and its responsibility toward environmental sustainability following construction and toll road operations, Hutama Karya continues to create green spaces to mitigate climate change and reduce greenhouse gas emissions through regular tree-planting initiatives. These activities are carried out both within the Company's operational areas and in surrounding communities.

Throughout 2025, the Corporate Social and Environmental Responsibility Unit planted 1,600 productive trees within communities and supported coastal conservation through mangrove planting. In addition, the Operations Division, both as project owner and contractor, actively carried out tree planting and maintenance activities.

Waste Management at Rest Areas

Sustainable and environmentally friendly toll roads are part of the Company's agenda in delivering environmentally responsible business operations. Hutama Karya strives to optimize organic waste management by utilizing the Black Soldier Fly (BSF) method, or maggot cultivation, at Rest Areas Km 215 and 277 on the Terbanggi Besar–Pematang Panggang–Kayu Agung (TERPEKA) toll road.

This optimization of organic waste management also supports the Company's efforts to improve efficiency in transporting organic waste from rest areas to landfills (TPA). At the same time, it is expected to become an eco-tourism attraction for toll road users stopping at these rest areas, showcasing how organic waste can be transformed into valuable recycled products.

Facilities provided for organic waste management include the establishment of an Integrated Waste Management Unit (UPST) at rest areas, equipped with a Maggot House used for maggot cultivation. Through this facility, processed organic waste can be utilized for planting vegetables and other vegetation in rest areas, as well as for maggot-based supplementary feed in fish farming.

Budidaya ikan dilakukan dengan menyediakan kolam tipe bata berlapis terpal yang dipadukan dengan budidaya vegetasi aquakultur. Hasil kebun dan kolam dari pemanfaatan maggot ini dapat menghasilan nilai ekonomis untuk kebutuhan bahan baku makanan bagi tenan UMKM di rest area.

Fish farming is conducted using brick ponds lined with tarpaulin, integrated with aquaculture vegetation. The outputs from these gardens and ponds generate economic value, supporting food supply needs for MSME tenants in the rest areas.

Selain fasilitas pengolahan sampah organik, Hutama Karya juga memfasilitasi pengelolaan sampah organik yang dilengkapi dengan mesin pencacah plastik dan mesin press. Sampah anorganik seperti plastik, kertas, dan sejenisnya dikelola untuk dijual kepada pihak ketiga. Hasil penjualan tersebut akan dimanfaatkan kembali untuk biaya operasional UPST.

In addition to organic waste processing facilities, Hutama Karya also provides facilities for inorganic waste management, including plastic shredding machines and pressing machines. Inorganic waste such as plastic and paper is processed and sold to third parties, with proceeds reinvested to support UPST operational costs.

Dari semua fasilitas yang disediakan, ditinjau dari jumlah dan luas biopond, kapasitas pengolahan sampah organik di Rumah Maggot mampu mengolah 50 kg sampah per hari di setiap rest area yang terdapat UPST. Sedangkan, untuk pengelolaan sampah anorganik menghasilkan kurang lebih 65 kg sampah per hari di seluruh rest area.

Based on the number and size of bioponds, the Maggot House has the capacity to process up to 50 kg of organic waste per day at each rest area equipped with UPST facilities. Meanwhile, inorganic waste management generates approximately 65 kg of waste per day across all rest areas.

HARI GAJAH INTERNASIONAL: PERSEMBAHAN HUTAMA KARYA UNTUK PERJALANAN CINTA GAJAH DI SEKITAR JALAN TOL TRANS SUMATERA / INTERNATIONAL ELEPHANT DAY: HUTAMA KARYA'S CONTRIBUTION TO THE "JOURNEY OF LOVE" OF ELEPHANTS AROUND THE TRANS-SUMATRA TOLL ROAD





Hari Gajah Internasional pada 12 Agustus menjadi momen penting bagi perjalanan pelestarian Gajah Sumatra. Sosok seperti "Getar" dan "Codet" kini dapat menjelajahi alam Riau dengan lebih aman, berkat inovasi Perseroan dalam membangun *Underpass* Perlintasan Gajah (UPG) di sejumlah Jalan Tol Trans Sumatera (JTTS). Terobosan ini bukan sekadar solusi infrastruktur, melainkan bukti nyata komitmen menjaga harmonisasi pembangunan dengan konservasi satwa langka Indonesia.

International Elephant Day on August 12 serves as an important milestone in the conservation journey of the Sumatran elephant. Elephants such as "Getar" and "Codet" are now able to traverse the natural landscape of Riau more safely, supported by the Company's innovation in developing Elephant Crossing Underpasses (UPG) across several sections of the Trans-Sumatra Toll Road (JTTS). This initiative represents not only an infrastructure solution but also tangible evidence of the Company's commitment to harmonizing development with the conservation of Indonesia's endangered wildlife.

Inovasi UPG yang dilakukan Hutama Karya memungkinkan mamalia endemik ini berpindah antarhabitat tanpa hambatan. Desain terowongan dirancang berbasis data perjalanan dan perilaku gajah, didukung teknologi *GPS collar* untuk memantau pergerakan, perilaku dan perilaku dan keberadaan gajah secara *real-time* melalui perangkat yang dipasang di leher Gajah, sehingga aktivitas gajah tetap alami dan populasi tetap lestari. Dengan demikian, kehadiran jalan tol tak lagi menjadi ancaman, melainkan justru memperkuat ekosistem dan keberlanjutan Gajah Sumatra di Riau.

The UPG innovation implemented by Hutama Karya enables these endemic mammals to move between habitats without obstruction. The tunnel design is developed based on data related to elephant movement patterns and behavior, supported by GPS collar technology that monitors movement, behavior, and location in real time through devices installed on the elephants. This approach ensures that elephant activities remain natural while supporting population sustainability. Accordingly, the presence of toll roads no longer poses a threat but instead contributes to strengthening ecosystems and supporting the sustainability of Sumatran elephants in Riau.

Perseroan menjadi pionir dalam aksi nyata perlindungan satwa dilindungi di tanah air dengan menyediakan enam UPG di Jalan Tol Pekanbaru-Dumai (Permai) sepanjang 131,5 km. “Teknologi *GPS collar* yang dipasang membantu memahami pola perjalanan gajah antara dua kantong habitat utama untuk tujuan perkawinan, sehingga desain terowongan dapat optimal. Data menunjukkan bahwa program konservasi tahun 2024 memberikan hasil nyata bagi kelestarian gajah Sumatra. Upaya ini menjadi contoh harmonisasi pembangunan dan pelestarian, menginspirasi proyek infrastruktur ramah lingkungan di masa depan.

The Company has taken a pioneering role in the protection of endangered wildlife in Indonesia by providing six UPG facilities along the Pekanbaru–Dumai (Permai) Toll Road, spanning 131.5 km. The GPS collar technology facilitates a deeper understanding of elephant movement patterns between two primary habitat clusters for mating purposes, thereby enabling optimal tunnel design. Data from the 2024 conservation program demonstrates tangible outcomes in supporting the preservation of Sumatran elephants. This initiative serves as an example of harmonizing infrastructure development with conservation efforts and provides a reference for environmentally friendly infrastructure projects in the future.

Teknologi *GPS collar* telah membantu mengidentifikasi pola migrasi gajah, di mana periode September hingga November merupakan masa paling aktif pergerakan gajah jantan. Berdasarkan informasi ini, Hutama Karya dapat mengatur jadwal perawatan terowongan dan meningkatkan kewaspadaan tim *monitoring* di lapangan. Data GPS collar juga menunjukkan bahwa gajah-gajah jantan dari kantong Balai Raja rutin melakukan perjalanan ke kantong Giam Siak Kecil untuk mencari pasangan. “Perjalanan cinta ini mencakup jarak puluhan kilometer dan menjadi dasar pembangunan *underpass* di kilometer 12, 61, 69, 71, 73, dan 76. Terowongan ini memiliki tinggi 5,1 meter dan lebar hingga 45 meter, memfasilitasi pergerakan alami sekaligus melindungi keselamatan gajah,” imbuh Adjib.

The GPS collar technology has identified migration patterns, indicating that the period from September to November represents the peak activity for male elephant movements. Based on this information, the Company is able to schedule tunnel maintenance and enhance monitoring preparedness in the field. Data also indicates that male elephants from the Balai Raja habitat cluster regularly travel to the Giam Siak Kecil cluster for mating purposes. This “journey of love,” spanning tens of kilometers, forms the basis for the construction of underpasses at kilometers 12, 61, 69, 71, 73, and 76. These underpasses have a height of 5.1 meters and a width of up to 45 meters, facilitating natural movement while ensuring the safety of the elephants.

Monitoring intensif selama lima tahun menunjukkan migrasi rutin antar kantong dengan pola yang dapat diprediksi. Sistem pembersihan terowongan dari genangan air hujan dilakukan secara berkala, dan pemasangan kamera *trap* di setiap *underpass* memberikan data akurat tentang perilaku dan frekuensi penggunaan oleh gajah.

Intensive monitoring over a five-year period has demonstrated consistent migration patterns between habitat clusters. Regular tunnel maintenance, including the removal of rainwater accumulation, is conducted periodically, while the installation of camera traps at each underpass provides accurate data on behavior and frequency of use by elephants.

Balai Besar Konservasi Sumber Daya Alam (BBKSDA) Riau bersama Rimba Satwa Foundation (RSF) mengonfirmasi bahwa pergerakan ini merupakan perilaku alami yang penting untuk menjaga keragaman genetik populasi. “Gajah seperti Codet yang berusia 70 tahun dan Getar yang berusia 35 tahun adalah contoh nyata bagaimana satwa ini bergantung pada koridor aman untuk keberlangsungan hidup mereka,” kata Genman S. Hasibuan, Kepala BBKSDA Riau. Sistem SMART Patrol memungkinkan monitoring real-time pertumbuhan vegetasi pakan dan pergerakan gajah menggunakan teknologi satelit dan *artificial intelligence*. Setiap gajah yang dipasangi *GPS collar* dapat dipantau lokasinya setiap 30 menit, memungkinkan tim lapangan melakukan mitigasi dini jika gajah mendekati area permukiman.

The Riau Natural Resources Conservation Agency (BBKSDA) and the Rimba Satwa Foundation (RSF) have confirmed that such movements constitute natural behavior essential for maintaining genetic diversity within the population. Elephants such as Codet (70 years old) and Getar (35 years old) illustrate the importance of safe corridors for their survival. The SMART Patrol system enables real-time monitoring of vegetation growth and elephant movement through satellite and artificial intelligence technologies. Each elephant equipped with a GPS collar can be tracked every 30 minutes, allowing field teams to conduct early mitigation measures when elephants approach residential areas.

Sejak dilakukan implementasi program *monitoring* gajah, tingkat kecelakaan akibat konflik dengan satwa liar turun hingga nol persen. Sistem *early warning* yang terintegrasi memungkinkan Hutama Karya memberikan informasi real-time kepada pengguna Jalan Tol Permai melalui VMS (*Variable Message Sign*) dan aplikasi *mobile*.

Since the implementation of the elephant monitoring program, the rate of accidents resulting from human–wildlife conflict has declined to zero percent. An integrated early warning system enables the Company to provide real-time information to toll road users via Variable Message Signs (VMS) and mobile applications.

“Keberhasilan program ini terukur melalui data lapangan yang komprehensif: tidak ada lagi insiden gajah menyeberang jalan tol secara berbahaya sejak optimalisasi *underpass* tahun 2023,” terang Adjib Populasi gajah di kantong Balai Raja dan Giam Siak Kecil terpantau stabil dengan indikasi reproduksi yang sehat. Tercatat tiga kelahiran anak gajah dalam dua tahun terakhir, menandakan kesuksesan program konservasi.

The success of this program is evidenced by comprehensive field data, indicating that no incidents of elephants crossing toll roads in a hazardous manner have occurred since the optimization of the underpasses in 2023. The elephant populations within the Balai Raja and Giam Siak Kecil habitat clusters have remained stable, with indications of healthy reproduction. Notably, three elephant calves have been recorded over the past two years, reflecting the effectiveness of the conservation program.

Pengembangan program konservasi akan diperluas dengan pembangunan *nursery permanen* untuk pembibitan tanaman pakan, pusat edukasi konservasi gajah, dan kemitraan riset dengan pemerhari gajah. Hutama Karya juga berencana menerapkan konsep serupa di proyek jalan tol lainnya yang melintasi habitat satwa dilindungi, termasuk Tol Sigli-Banda Aceh.

Sumber: https://www.hutamakarya.com/hari-gajah-internasional-persembahan-hutama-karya-untuk-perjalanan-cinta-gajah-di-sekitar-jalan-tol-trans-sumatera

The development of conservation programs will be further expanded through the establishment of permanent nurseries for forage plants, elephant conservation education centers, and research partnerships with conservation stakeholders. The Company also plans to replicate similar approaches in other toll road projects intersecting protected wildlife habitats, including the Sigli–Banda Aceh Toll Road.

Source: Hari Gajah Internasional: Persembahan Hutama Karya untuk Perjalanan Cinta Gajah di Sekitar Jalan Tol Trans Sumatera

Aspek Emisi

Jumlah dan Intensitas Emisi yang Dihasilkan Berdasarkan Jenisnya [OJK F.11, GRI 305-1, 305-2, 305-3, 305-4]

Sejalan dengan komitmen Perseroan untuk mengurangi risiko perubahan iklim, Hutama Karya memantau dan mengelola emisi gas rumah kaca (GRK) yang dihasilkan oleh kegiatan operasional. Perseroan mengidentifikasi tiga cakupan emisi: (a) Cakupan 1 yang berasal dari sumber-sumber yang dimiliki atau dikendalikan oleh Perseroan (misalnya, proses produksi); (b) Cakupan 2 yang terkait dengan konsumsi energi listrik dari PLN atau pihak ketiga, (c) Cakupan 3 yang terkait dengan emisi dari produk yang dikonsumsi oleh perusahaan, seperti emisi limbah, emisi dari pelayanan jalan tol, dan lain-lain.

Untuk mendukung komitmen Perseroan dalam mengurangi emisi, Hutama Karya telah menyusun peta jalan penurunan emisi karbon hingga tahun 2030, yang tercantum dalam Kebijakan QHSSE dan Kebijakan RTS. Pada tahun 2024, Perseroan memulai *pilot project* pengukuran emisi di HK Tower dan Cabang Tol JORR-S, dengan fokus pada perhitungan Cakupan 1, Cakupan 2, dan Cakupan 3. Pengukuran ini telah diverifikasi oleh badan verifikasi independen dan menjadi langkah nyata untuk mengurangi dampak lingkungan dan mendukung pencapaian target penurunan emisi karbon pada masa depan.

Pendekatan konsolidasi yang digunakan untuk perhitungan emisi gas rumah kaca adalah pendekatan kontrol operasional. Perseroan menghitung seluruh emisi dari aktivitas operasional yang berada di bawah kendali operasional Perseroan. Pentingnya pemantauan ini juga sejalan dengan ketentuan peraturan nasional seperti Permen LHK No. 21 Tahun 2022 tentang Tata Laksana Penerapan Nilai Ekonomi Karbon. Dalam praktiknya, Perseroan menetapkan tahun dasar yaitu 2025 sebagai acuan pelacakan emisi jangka panjang, dan bersiap melakukan perhitungan ulang apabila terdapat perubahan signifikan terhadap struktur organisasi, metode penghitungan, atau temuan kesalahan material dalam data sebelumnya. Pemilihan tahun dasar (*base year*) 2025 dilakukan karena data pada tahun tersebut merupakan data Perseroan yang telah disusun secara lebih komprehensif, terukur, terdokumentasi dengan baik, serta disajikan secara konsisten. konsisten. Dengan kondisi tersebut, data tahun 2025 dinilai lebih representatif untuk dijadikan sebagai acuan dasar dalam melakukan pemantauan, evaluasi, serta perbandingan kinerja pada periode-periode berikutnya.

Emissions Aspect

Total Emissions and Emission Intensity by Type [OJK F.11, GRI 305-1, 305-2, 305-3, 305-4]

In line with the Company's commitment to reducing climate change risks, Hutama Karya monitors and manages greenhouse gas (GHG) emissions generated from its operational activities. The Company identifies three emission scopes: (a) Scope 1, which originates from sources owned or controlled by the Company (e.g., production processes); (b) Scope 2, which is related to electricity consumption from PLN or other third parties; and (c) Scope 3, which is related to emissions from products consumed by the Company, such as waste emissions, emissions from toll road operations, and others.

To support the Company's commitment to emission reduction, Hutama Karya has developed a carbon emission reduction roadmap up to 2030, as outlined in the QHSSE Policy and RTS Policy. In 2024, the Company initiated a pilot project for emissions measurement at HK Tower and the JORR-S Toll Branch, focusing on Scope 1, Scope 2, and Scope 3 calculations. This measurement has been verified by an independent verification body and represents a concrete step to reduce environmental impact and support future carbon emission reduction targets.

The consolidation approach used for greenhouse gas (GHG) emissions accounting is the operational control approach. Under this approach, the Company accounts for all emissions arising from operational activities that are under its operational control. The importance of this monitoring is also aligned with national regulatory requirements such as Minister of Environment and Forestry Regulation No. 21 of 2022 concerning Procedures for the Implementation of Carbon Economic Value. In practice, the Company has established 2025 as its base year for long-term emissions tracking and is prepared to perform a recalculation should there be any significant changes to its organizational structure, calculation methodologies, or the discovery of material errors in previously reported data. The selection of 2025 as the base year was based on the fact that the data for that year had been prepared in a more comprehensive, measurable, well-documented, and consistently reported manner, thereby providing a reliable reference point for future emissions monitoring and comparison. konsisten. Under these conditions, the 2025 data is considered more representative to serve as a baseline for monitoring, evaluation, and performance comparison in subsequent periods.

Data emisi yang dihasilkan disajikan dengan mempertimbangkan seluruh kegiatan operasional yang dilakukan oleh Perseroan, dengan pendekatan perhitungan sebagai berikut:

1. **Emisi Langsung (Cakupan 1):** Penghitungan ini mencakup emisi gas rumah kaca yang berasal langsung dari sumber-sumber yang dimiliki atau dikendalikan oleh Perseroan. Emisi ini meliputi gas-gas seperti karbon dioksida (CO2), metana (CH4), dan dinitrogen monoksida (N2O), yang dihasilkan selama proses operasional seperti pembakaran bahan bakar atau aktivitas industri lainnya. Sumber emisi cakupan 1 yaitu berasal dari penggunaan BBM, fugitive, dan pembakaran stasioner. Perseroan belum mengukur emisi biogenik.
2. **Emisi Tidak Langsung (Cakupan 2):** Penghitungan ini mencakup emisi gas rumah kaca yang berasal dari konsumsi energi listrik yang disuplai oleh PLN.
3. **Emisi Tidak Langsung (Cakupan 3):** Penghitungan ini mencakup emisi gas rumah kaca yang berasal dari limbah dan penggunaan produk lainnya. Perjalanan dinas yang menggunakan pesawat terbang sesuai dengan standar ICAO (International Civil Aviation Organization).
4. **Metode Penghitungan:** Penghitungan emisi dilakukan dengan cara mengukur langsung bahan baku yang digunakan dalam proses produksi menggunakan alat ukur yang telah distandarisasi. Metode penghitungan ini mengacu pada ISO 14064 Series dan standar IPCC dan mengikuti pedoman teknis yang telah ditetapkan oleh Kementerian Perindustrian, yang mengatur cara-cara pengukuran emisi gas rumah kaca di sektor industri manufaktur. Pilihan tersebut bertujuan untuk memastikan akurasi dan keandalan data emisi yang dihasilkan, serta sesuai dengan regulasi yang berlaku.

Pemantauan emisi yang dilakukan Hutama Karya selaras dengan regulasi nasional seperti Permen LHK No. 21 Tahun 2022, dengan menetapkan tahun dasar sebagai acuan pelacakan dan melakukan penyesuaian jika terjadi perubahan signifikan dalam data atau metode. Perusahaan juga menerapkan strategi pengurangan emisi berbasis efisiensi biaya melalui pendekatan *Marginal Abatement Cost Curve* (MACC), serta melakukan evaluasi berkala untuk mendukung pencapaian target *net-zero*. Didukung sistem informasi terintegrasi, teknologi sensor, dan otomatisasi, pengelolaan data emisi dilakukan secara akurat dan transparan. Melalui langkah ini, Hutama Karya tidak hanya memenuhi kewajiban pelaporan, tetapi juga berkontribusi aktif dalam upaya global penanggulangan perubahan iklim secara berkelanjutan.

The emission data presented considers all operational activities carried out by the Company, with the following calculation approach:

1. **Direct Emissions (Scope 1):** This calculation covers greenhouse gas emissions that originate directly from sources owned or controlled by the Company. These emissions include gases such as carbon dioxide (CO_2), methane (CH_4), and nitrous oxide (N_2O), which are generated during operational processes such as fuel combustion or other industrial activities. Scope 1 emission sources include fuel consumption (BBM), fugitive emissions, and stationary combustion. The Company has not yet measured its biogenic emissions.
2. **Indirect Emissions (Scope 2):** This calculation covers greenhouse gas emissions arising from electricity consumption supplied by PLN.
3. **Indirect Emissions (Scope 3):** This calculation covers greenhouse gas emissions originating from waste and the use of other products. Business travel conducted by air transportation is calculated in accordance with the standards established by the International Civil Aviation Organization (ICAO).
4. **Calculation Method:** Emission calculations are conducted by directly measuring raw materials used in the production process using standardized measuring instruments. This calculation method refers to the ISO 14064 Series and IPCC standards and follows technical guidelines established by the Ministry of Industry, which regulate greenhouse gas emission measurement methods in the manufacturing sector. This approach aims to ensure the accuracy and reliability of the resulting emission data, as well as compliance with applicable regulations.

Emission monitoring conducted by Hutama Karya is aligned with national regulations, including Minister of Environment and Forestry Regulation Number 21 of 2022, by establishing a base year as a reference for tracking and performing adjustments in the event of significant changes in data or methodology. The Company also implements emission reduction strategies based on cost efficiency through the Marginal Abatement Cost Curve (MACC) approach, as well as conducting periodic evaluations to support the achievement of net-zero targets. Supported by integrated information systems, sensor technology, and automation, emission data management is carried out in an accurate and transparent manner. Through these measures, Hutama Karya not only fulfills its reporting obligations but also actively contributes to global efforts in addressing climate change in a sustainable manner.

Tabel Intensitas Emisi GRK Cakupan 1, 2 dan 3
Table of GHG Emission Intensity Scope 1, 2, and 3

Sumber Emisi GRK GHG Emission Source	Satuan Unit	2025	2024	2023*
Cakupan 1 **Scope 1**				
Pembakaran Bahan Bakar Fuel Combustion	tCO_2e	**83.321,45**	62.619,30	193,95
Emisi Fugitif Fugitive Emissions	tCO_2e	**2.614,66**	1.375,29	128,09
Pembakaran Stasioner Stationary Combustion	tCO_2e	**3.171,13**	8.559,70	21,08

Sumber Emisi GRK GHG Emission Source	Satuan Unit	2025	2024	2023*
Total Cakupan 1 **Total Scope 1**	**tCO_2e**	**89.107,24**	**72.554,29**	**343,12**
Cakupan 2 **Scope 2**				
Listrik yang Dibeli Purchased Electricity	tCO_2e	**145.931,07**	56.591	4.956,17
Total Cakupan 2 **Total Scope 2**	**tCO_2e**	**145.931,07**	**56.591**	**4.956,17**
Cakupan 3 **Scope 3**				
Emisi Limbah Waste Emissions	tCO_2e	-	55,72	49,71
Emisi Penggunaan Produk lainnya Other Product Use Emissions	tCO_2e	-	299,77	395,27
Perjalanan Dinas Business Travel	tCO_2e	**233,84**		
Total Cakupan 3 **Total Scope 3**	**tCO_2e**	**233,84**	**355,49**	**444,99**
Jumlah Emisi GRK Cakupan 1 dan 2 **Total GHG Emissions Scope 1 and 2**	**tCO_2e**	**235.038,31**	**129.145,29**	**5.299,29**
Jumlah Emisi GRK Cakupan 1, 2, dan 3 **Total GHG Emissions Scope 1, 2, and 3**	**tCO_2e**	**235.272,15**	**129.500,78**	**5.744,28**
Produksi/Kontrak yang dihadapi Production/Contracts Secured	Dalam Miliar Rupiah In Billion Rupiah	**59.773**	70.032	59.858
Pendapatan **Revenue**	**Dalam Jutaan Rupiah** **In Million Rupiah**	**25.132.919**	**30.252.293**	**26.926.321**
Jumlah Karyawan **Number of Employees**	**Orang** **Persons**	**2.097**	**2.141**	**2.075**
Intensitas Emisi GRK Cakupan 1 dan 2/ Produksi **GHG Emissions Intensity Scope 1 and 2/ Production**	**tCO_2e/ Miliar Rupiah** **tCO_2e/ Billion Rupiah**	**3,93**	**1,84**	**0,09**
Intensitas Emisi GRK Cakupan 1 dan 2/ Pendapatan **GHG Emissions Intensity Scope 1 and 2/ Revenue**	**tCO_2e/ Miliar Rupiah** **tCO_2e/ Billion Rupiah**	**0,00935**	**0,00427**	**0,00021**
Intensitas Emisi GRK Cakupan 1 dan 2/ Karyawan **GHG Emissions Intensity Scope 1 and 2/ Employees**	**tCO_2e/ Orang** **tCO_2e/ Person**	**112,08**	**60,32**	**2,55**
Intensitas Emisi GRK Cakupan 1, 2, dan 3/Produksi **GHG Emissions Intensity Scope 1, 2, and 3/Production**	**tCO_2e/ Miliar Rupiah** **tCO_2e/ Billion Rupiah**	**3,94**	**1,85**	**0,10**
Intensitas Emisi GRK Cakupan 1, 2, dan 3/Pendapatan **GHG Emissions Intensity Scope 1, 2, and 3/Revenue**	**tCO_2e/ Miliar Rupiah** **tCO_2e/ Billion Rupiah**	**0,01**	**0,00**	**0,00**
Intensitas Emisi GRK Cakupan 1, 2, dan 3/Karyawan **GHG Emissions Intensity Scope 1, 2, and 3/Employees**	**tCO_2e/ Orang** **tCO_2e/ Person**	**112,19**	**60,49**	**2,77**

Keterangan:
*) Data berasal dari HK Tower dan JORR-S

Description:
*) Data sourced from HK Tower and JORR-S

Upaya dan Pencapaian Pengurangan Emisi yang Dilakukan [OJK F.12, GRI 305-5]

Hutama Karya terus berkomitmen untuk mengurangi emisi yang dihasilkan baik dari kegiatan utama maupun aktivitas lain yang berhubungan dengan operasional Perseroan. Untuk memastikan emisi yang dihasilkan tidak melebihi batas yang ditetapkan, setiap peralatan yang memproduksi emisi dipantau secara rutin sesuai dengan baku mutu yang berlaku. Dengan pendekatan ini, Perseroan berusaha untuk mengurangi dampak negatif terhadap lingkungan dan mendukung upaya mitigasi perubahan iklim.

Efforts and Achievements In Emission Reduction [OJK F.12, GRI 305-5]

Hutama Karya remains committed to reducing emissions generated both from its core activities and other operational activities of the Company. To ensure that emissions do not exceed the established limits, all emission-generating equipment is routinely monitored in accordance with applicable emission standards. Through this approach, the Company seeks to reduce negative environmental impacts and support climate change mitigation efforts.

Sebagai bagian dari strategi pengurangan emisi yang lebih komprehensif, Perseroan juga mengidentifikasi peluang *cost-effective* melalui analisis *Marginal Abatement Cost Curve* (MACC), yang mendorong efisiensi energi dan transisi ke sumber energi rendah karbon. Evaluasi berkala dilakukan untuk meninjau efektivitas strategi yang telah diterapkan dan memberikan dasar bagi pengembangan roadmap menuju target *net-zero*.

Sebagai bagian dari upaya tersebut, Perseroan melaksanakan berbagai inisiatif, antara lain:

1. Penyusunan dan pelaksanaan dokumen AMDAL serta RKL/RPL sebagai bagian dari kewajiban untuk meminimalkan dampak lingkungan dari kegiatan operasional.
2. Melaksanakan program penghijauan yang bertujuan untuk memperbaiki kualitas udara dan menjaga kelestarian lingkungan.
3. Pemeliharaan rutin alat berat dan kendaraan operasional guna memastikan efisiensi energi dan mengurangi emisi yang dihasilkan dari penggunaan alat tersebut.
4. Pengukuran emisi gas buang secara berkala untuk memantau dampak operasional terhadap kualitas udara dan memastikan emisi yang dihasilkan berada dalam batas yang diizinkan.
5. Seleksi vendor alat berat dengan mensyaratkan memiliki nilai ambang batas tidak lebih dari delapan tahun.

Aspek penting lain dalam upaya ini adalah manajemen informasi. Hutama Karya membangun sistem informasi internal yang terintegrasi dengan manajemen risiko, memungkinkan proses audit terhadap data GRK. Penggunaan teknologi baru seperti sensor digital dan sistem otomatisasi menjadi bagian dari strategi jangka panjang perusahaan untuk meningkatkan akurasi dan efisiensi dalam pengumpulan dan pengelolaan data emisi.

Proses ini bukan hanya sekadar pelaporan emisi, tetapi juga merupakan bagian dari tanggung jawab Perseroan untuk berkontribusi dalam agenda global penanggulangan perubahan iklim. Dengan memastikan konsistensi, akurasi, dan transparansi data GRK, Hutama Karya menunjukkan bahwa pembangunan infrastruktur yang tangguh dan modern dapat selaras dengan prinsip keberlanjutan lingkungan.

Perseroan telah menetapkan *baseyear* 2025 sebagai dasar dalam mengukur reduksi emisi di tahun-tahun selanjutnya. Adapun *baseline* yang ditetapkan yaitu sebesar 235.272, 15 tCO_2e. Pemilihan tahun dasar *(base year)* 2025 dilakukan karena data pada tahun tersebut merupakan data Perseroan yang telah disusun secara lebih komprehensif, terukur, terdokumentasi dengan baik, serta disajikan secara konsisten. Dengan kondisi tersebut, data tahun 2025 dinilai lebih representatif untuk dijadikan sebagai acuan dasar dalam melakukan pemantauan, evaluasi, serta perbandingan kinerja pada periode-periode berikutnya.

Atas upaya yang dilakukan, di tahun 2025 terdapat penurunan emisi GRK cakupan 3 menjadi sebesar 233,84 tCO_2e menurun dibandingkan dengan tahun 2024 yang sebesar 355,49 tCO_2e. Di samping itu, Melalui langkah-langkah yang telah dilakukan, Perseroan telah berhasil mereduksi emisi dari penggunaan solar panel di Hutama Karya Tower dan lampu yang dipasang untuk Penerangan Jalan Umum (PJU) yaitu sebesar 2.903,52 tCO2e dibandingkan dengan tahun 2024.

As part of a more comprehensive emission reduction strategy, the Company also identifies cost-effective opportunities through the application of the Marginal Abatement Cost Curve (MACC) analysis, which promotes energy efficiency and the transition to low-carbon energy sources. Periodic evaluations are conducted to assess the effectiveness of implemented strategies and to serve as a basis for developing a roadmap toward net-zero targets.

As part of these efforts, the Company implements several initiatives, including:

1. Preparation and implementation of Environmental Impact Assessment (AMDAL) documents and Environmental Management and Monitoring Plans (RKL/RPL) as part of obligations to minimize environmental impacts from operational activities.
2. Implementation of reforestation programs aimed at improving air quality and preserving the environment.
3. Routine maintenance of heavy equipment and operational vehicles to ensure energy efficiency and reduce emissions generated from equipment usage.
4. Periodic measurement of exhaust emissions to monitor operational impacts on air quality and ensure emissions remain within permissible limits.
5. Selection of heavy equipment vendors by requiring compliance with a maximum age threshold of no more than eight years.

Another important aspect of this effort is information management. Hutama Karya has developed an integrated internal information system linked to risk management, enabling greenhouse gas (GHG) data auditing processes. The use of new technologies such as digital sensors and automation systems is part of the Company's long-term strategy to improve the accuracy and efficiency of emission data collection and management.

This process is not merely emission reporting, but also reflects the Company's responsibility to contribute to the global climate change mitigation agenda. By ensuring consistency, accuracy, and transparency of GHG data, Hutama Karya demonstrates that resilient and modern infrastructure development can be aligned with environmental sustainability principles.

The Company has established 2025 as the base year for measuring emission reductions in subsequent years, with a baseline of 235,272.15 tCO_2e. The selection of 2025 as the base year was made because the data for that year is more comprehensive, measurable, well-documented, and consistently presented. Under these conditions, the 2025 data is considered more representative as a reference for monitoring, evaluation, and performance comparison in subsequent periods.

As a result of these efforts, in 2025 Scope 3 GHG emissions decreased to 233.84 tCO_2e, down from 355.49 tCO_2e in 2024. In addition, through the initiatives that have been implemented, the Company successfully reduced emissions from the utilization of solar panels at Hutama Karya Tower and solar-powered Public Street Lighting (PJU) installations by 2,903.52 tCO_2e compared to 2024.

Strategi Penanganan Perubahan Iklim
[IFRS S2-METRIC AND TARGET]

PT Hutama Karya (Persero) telah menyusun dokumen Peta Jalan (*Roadmap*) Penurunan Emisi Gas Rumah Kaca (GRK) yang memuat pernyataan target penurunan emisi GRK sebagai berikut: "Peta jalan ini dibuat untuk mengidentifikasi langkah-langkah yang dapat diambil untuk memungkinkan transisi perusahaan menuju bangunan dan konstruksi tanpa emisi yang efisien dan tangguh selaras dengan target *Net Zero Emission* di 2060". Target penurunan emisi GRK tersebut juga telah dituangkan dalam periode jangka pendek, menengah, dan panjang sebagai berikut:

Climate Change Mitigation Strategy
[IFRS S2-METRIC AND TARGET]

PT Hutama Karya (Persero) has developed a Greenhouse Gas (GHG) Emission Reduction Roadmap document which includes a statement of GHG emission reduction targets as follows: "This roadmap is designed to identify steps that can be taken to enable the Company's transition toward efficient and resilient zero-emission buildings and construction in line with the Net Zero Emission target by 2060." The GHG emission reduction targets have also been defined for the short-term, medium-term, and long-term periods as follows:

Peta Jalan (*Roadmap*) Penurunan Emisi GRK PT Hutama Karya (Persero)
PT Hutama Karya (Persero)'s GHG Emission Reduction Roadmap

	Jangka Pendek (2025) Short-Term	Jangka Menengah (2030) Medium-Term	Jangka Panjang (2050) Long-Term
Bangunan Building **(HK Tower)**	• Perubahan Perilaku (*Behavioral Change*) • Pelatihan Manajemen Energi • Behavioral Change • Energy Management Training	• Penggunaan *Building Energy Management System* (BEMS) • Utilization of the Building Energy Management System (BEMS)	• Peningkatan penggunaan Energi Terbarukan (*on-site* dan *off-site*) • Increase in the utilization of renewable energy (on-site and off-site)
Operasional Jalan Tol Toll Road Operations	• Perubahan Perilaku (*Behavioral Change*) dalam efisiensi penggunaan energi • Behavioral Change in energy use efficiency	• Penggunaa Energi Terbarukan (Solar PV) • Utilization of Renewable Energy (Solar PV)	• Peningkatan penggunaan Energi Terbarukan (*off-site*) • Increase in the utilization of renewable energy (off-site)
Operasional Jalan Tol Toll Road Operations	• Implementasi Gerakan Penanaman Pohon Satu Orang Satu Pohon (*One Man One Tree*) • Implementation of the One Man One Tree tree-planting initiative	• Penggunaa Alat Berat dengan usia alat <5 Tahun • Utilization of Heavy Equipment with an age of less than 5 years	• Penggunaan material konstruksi rendah karbon dan berkelanjutan • Utilization of low-carbon and sustainable construction materials

Pengendalian Emisi Penipis Lapisan Ozon [GRI 305-6]

Sebagai perusahaan konstruksi dan infrastruktur berskala nasional, Hutama Karya menyadari bahwa aktivitas operasional tidak terlepas dari potensi menghasilkan emisi udara, termasuk emisi yang mengandung bahan perusak ozon (*Ozone Depleting Substances/ ODS*) maupun emisi udara signifikan lainnya. Komitmen Hutama Karya dalam mengurangi pencemaran udara tercermin dalam kebijakan Perseroan.

Hutama Karya senantiasa mengendalikan emisi udara dan bahan perusak ozon (ODS) melalui penggunaan teknologi ramah lingkungan, efisiensi energi, serta pengelolaan operasional yang terintegrasi. Upaya ini mencakup penggantian refrigeran berbahaya dengan alternatif yang lebih aman, pemeliharaan rutin peralatan dan kendaraan untuk menekan emisi, serta pembatasan penggunaan sumber polusi seperti genset. Di tingkat proyek, perusahaan juga menerapkan pengendalian debu, menjaga kualitas ventilasi, dan menyediakan alat pelindung diri bagi pekerja. Selain itu, pemantauan kualitas udara dan inventarisasi emisi dilakukan secara berkala untuk memastikan pengendalian berjalan efektif. Melalui langkah-langkah ini, Hutama Karya berkomitmen mendukung lingkungan yang lebih bersih, sehat, dan berkelanjutan.

Control of Ozone Depleting Substance Emissions [GRI 305-6]

As a national-scale construction and infrastructure company, Hutama Karya recognizes that its operational activities are inseparable from the potential generation of air emissions, including emissions containing ozone-depleting substances (ODS) as well as other significant air pollutants. Hutama Karya's commitment to reducing air pollution is reflected in the Company's policies.

Hutama Karya consistently controls air emissions and ozone-depleting substances (ODS) through the utilization of environmentally friendly technologies, energy efficiency measures, and integrated operational management. These efforts include the substitution of hazardous refrigerants with safer alternatives, routine maintenance of equipment and vehicles to reduce emissions, and the limitation of pollution sources such as gensets. At the project level, the Company also implements dust control measures, maintains ventilation quality, and provides personal protective equipment for workers. In addition, air quality monitoring and emission inventory are conducted on a regular basis to ensure the effectiveness of control measures. Through these initiatives, Hutama Karya is committed to supporting a cleaner, healthier, and more sustainable environment.

Data Emisi Zat Perusak Ozon HFCs dari Sistem AC (R22)
Data on Ozone-Depleting Substances Emissions (HFCs from Air Conditioning Systems – R22)

Volume/Kuantitas dalam 1 tahun Volume/Quantity per year **(SF6 = kg; HFCs = kg)**	**Potensi Pemanasan Global** Global Warming Potential **(ton CO_2eq/kg)**	**Emisi yang Dihasilkan** Emissions Generated **(ton CO_2eq/kg)**
299,5	1.810,00	542,10

Hutama Karya juga melakukan berbagai inisiatif untuk penurunan emisi ODS dan emisi udara signifikan lainnya, seperti:

- Melakukan pendekatan berbasis substitusi, efisiensi, dan perawatan berkala terhadap peralatan pendingin. Perseroan telah beralih menggunakan pendingin berjenis hidrokarbon yang tidak mengandung CFC maupun HCFC, pada unit AC di kantor maupun di lapangan. Selain itu, AC hemat energi dengan teknologi inverter menjadi pilihan utama untuk menekan emisi tidak hanya dari sisi konsumsi listrik, tetapi juga dari refrigeran yang digunakan.
- Melakukan perawatan kendaraan operasional dan alat berat secara berkala, termasuk dengan memastikan sistem pembakaran bekerja optimal dan tidak menghasilkan gas buang yang berlebihan. Emisi kendaraan juga diuji secara berkala dengan mengacu pada standar nasional dan internasional.
- Menetapkan ketinggian cerobong minimum pada sumber emisi tidak bergerak dan melakukan pengukuran parameter emisi sesuai dengan kapasitas unit yang digunakan.
- Membatasi penggunaan genset, hanya dapat digunakan pada kondisi darurat atau penggunaan terbatas.

Hutama Karya also implements various initiatives to reduce ODS emissions and other significant air emissions, such as:

- Applying substitution-based approaches, efficiency improvements, and regular maintenance of cooling equipment. The Company has transitioned to using hydrocarbon-based cooling systems that do not contain CFCs or HCFCs in air conditioning units at both office and field locations. In addition, energy-efficient inverter air conditioners are the preferred choice to reduce emissions not only from electricity consumption but also from the refrigerants used.
- Conducting regular maintenance of operational vehicles and heavy equipment, including ensuring optimal combustion system performance to prevent excessive exhaust emissions. Vehicle emissions are also periodically tested in accordance with national and international standards.
- Establishing minimum stack height requirements for stationary emission sources and conducting emission parameter measurements in accordance with the capacity of the equipment used.
- Limiting the use of generators, which are only permitted for emergency conditions or limited usage.

- Melakukan pengendalian debu dan gas melalui penyemprotan air, penjadwalan aktivitas saat kondisi angin memungkinkan, hingga edukasi kepada pengemudi untuk mengurangi kecepatan kendaraan.
- Memanfaatkan alat pemantau kualitas udara yang memberikan data secara real time.
- Inventarisasi melalui pencatatan, pengukuran, dan evaluasi emisi dari berbagai sumber.

Komitmen Hutama Karya dalam mengendalikan ODS dan polusi udara adalah bagian dari peran aktif perusahaan dalam mendukung target Indonesia menuju pembangunan rendah karbon. Melalui integrasi praktik ramah lingkungan ke dalam setiap lini kerja, Hutama Karya tidak hanya menciptakan dampak positif terhadap lingkungan hidup, tetapi juga memastikan terciptanya ruang kerja yang aman, sehat, dan berkelanjutan bagi seluruh karyawan dan masyarakat sekitar.

Beban Emisi Non GRK [GRI 305-7]

Seiring dengan meningkatnya kesadaran terhadap manajemen lingkungan, Hutama Karya melakukan pengukuran emisi udara dari kendaraan operasional, alat berat, dan mesin statis (*genset*), dengan fokus pada emisi *particulate matter* (PM10) dan karbon monoksida (CO). Perseroan menyadari bahwa aktivitas operasional menghasilkan emisi PM10 dan CO. Oleh karena itu, Hutama Karya berkomitmen melakukan pemantauan kualitas emisi secara rutin. Pemantauan ini bertujuan untuk memastikan bahwa emisi yang dihasilkan tidak melebihi baku mutu yang telah ditetapkan. Pemantauan emisi PM10 dan CO dilakukan pada sumber emisi bergerak dan tidak bergerak, dengan hasil yang menunjukkan bahwa tingkat emisi berada di bawah baku mutu yang berlaku. Sampai dengan akhir tahun 2025, Perseroan belum mengukur besaran NOx, SOx, Persistent organic pollutants (POP), Volatile organic compounds (VOC), dan Hazardous air pollutants (HAP). Berikut ini adalah hasil pemantauan yang telah dilakukan oleh Perseroan:

- Implementing dust and gas control measures through water spraying, scheduling activities based on favorable wind conditions, and educating drivers to reduce vehicle speed.
- Utilizing air quality monitoring devices that provide real-time data.
- Conducting inventory through recording, measurement, and evaluation of emissions from various sources.

Hutama Karya's commitment to controlling ODS and air pollution is part of the Company's active role in supporting Indonesia's low-carbon development targets. Through the integration of environmentally friendly practices into all operational lines, Hutama Karya not only creates positive environmental impacts but also ensures the establishment of a safe, healthy, and sustainable working environment for all employees and surrounding communities.

Non-Greenhouse Gas Emissions [GRI 305-7]

In line with increasing awareness of environmental management, Hutama Karya measures air emissions from operational vehicles, heavy equipment, and stationary machinery (generators), with a focus on particulate matter (PM10) and carbon monoxide (CO) emissions. The Company recognizes that its operational activities generate PM10 and CO emissions. Therefore, Hutama Karya is committed to conducting regular emission quality monitoring. This monitoring aims to ensure that the emissions generated do not exceed the established quality standards. PM10 and CO emission monitoring is conducted for both mobile and stationary emission sources, with results indicating that emission levels remain below the applicable regulatory thresholds. As of the end of 2025, the Company had not yet measured emissions of NOx, SOx, Persistent Organic Pollutants (POPs), Volatile Organic Compounds (VOCs), and Hazardous Air Pollutants (HAPs). The following are the monitoring results conducted by the Company:

Parameter	Satuan Unit	2025	2024	2023
PM10	µg/m³	25	47	85,78
CO	µg/m³	<1.000	<1.000	1.145,2

Aspek Limbah dan Efluen

Jumlah Limbah dan Efluen yang Dihasilkan Berdasarkan Jenis [OJK F.13]

Kegiatan operasional Hutama Karya menghasilkan limbah sebagai konsekuensi dari pelaksanaan proses konstruksi. Dampak aktual dan potensial terkait limbah yang signifikan pada Perusahaan terutama berasal dari kegiatan operasional yang melibatkan penggunaan bahan baku, dan material pendukung. Masukan berupa material dan bahan bangunan yang digunakan dalam aktivitas operasional, yang dalam pelaksanaannya menghasilkan

Waste and Effluent Aspect

Total Waste and Effluent Generated by Type [OJK F.13]

Operational activities of Hutama Karya generate waste as a consequence of construction processes. Significant actual and potential waste impacts for the Company mainly arise from operational activities involving the use of raw materials and supporting construction materials. Inputs in the form of materials and construction supplies used in operational activities generate outputs in the form of non-hazardous waste (non-B3) and hazardous

keluaran berupa limbah non-B3 dan limbah B3. Apabila tidak dikelola dengan baik, limbah tersebut berpotensi menimbulkan dampak terhadap lingkungan, seperti pencemaran tanah dan air, serta risiko terhadap kesehatan dan keselamatan. Potensi dampak terkait limbah juga dapat muncul dalam rantai nilai, baik pada tahap hulu melalui aktivitas pemasok dan kontraktor, maupun pada tahap hilir dalam proses pengangkutan, pengolahan, dan pemusnahan limbah oleh pihak ketiga.

waste (B3). If not properly managed, these wastes may cause environmental impacts such as soil and water pollution, as well as health and safety risks. Waste-related impacts may also arise across the value chain, both upstream through supplier and contractor activities, and downstream in the transportation, treatment, and disposal processes handled by third parties.

Hutama Karya berupaya untuk mencegah timbulan limbah serta mengelola dampak signifikan dari limbah yang dihasilkan dalam kegiatan operasionalnya. Upaya tersebut dilakukan melalui penerapan prinsip pengelolaan limbah yang mengutamakan pencegahan, pengurangan, pemanfaatan kembali, dan daur ulang (3R), sebagai bagian dari pendekatan sirkularitas. Hutama Karya telah melakukan pemilahan limbah B3 dan non B3 yang dihasilkan dari aktivitas operasionalnya.

Hutama Karya seeks to prevent waste generation and manage significant impacts arising from its operational activities. These efforts are carried out through the implementation of waste management principles that prioritize prevention, reduction, reuse, and recycling (3R) as part of a circular economy approach. The Company has implemented segregation of both B3 and non-B3 waste generated from its operational activities.

Hutama Karya senantiasa memastikan bahwa seluruh limbah yang dihasilkan, baik limbah non-B3 maupun limbah B3, telah melalui proses pengelolaan dan pengolahan yang sesuai dengan ketentuan yang berlaku, sehingga memenuhi standar kualitas lingkungan yang ditetapkan oleh pemerintah.

The Company ensures that all waste generated, both non-B3 and B3 waste, is properly managed and treated in accordance with applicable regulations, thereby meeting government-established environmental quality standards.

Sebagai wujud komitmen terhadap keberlanjutan dan perlindungan lingkungan, Hutama Karya menerapkan sistem pengelolaan limbah Bahan Berbahaya dan Beracun (B3) yang terintegrasi, ketat, dan sesuai dengan ketentuan peraturan perundang-undangan, dengan tujuan meminimalkan risiko pencemaran sekaligus menjamin keselamatan dan kesehatan kerja. Pengelolaan diawali dengan identifikasi serta klasifikasi bahan kimia berdasarkan karakteristik bahayanya, yang kemudian diikuti dengan pencatatan rinci, pelabelan sesuai standar, serta penyediaan dokumen keselamatan seperti MSDS dan fasilitas penyimpanan khusus yang aman. Limbah B3 yang dihasilkan dikelola melalui tahapan sistematis, mulai dari identifikasi, pengemasan, penyimpanan sementara sesuai batas waktu yang ditetapkan, hingga pengangkutan dan pengolahan oleh pihak berizin resmi dengan dukungan sistem manifest dan pelaporan digital. Selain itu, perusahaan memastikan pengawasan ketat melalui pencatatan logbook, neraca limbah, serta pelaporan berkala kepada otoritas terkait, didukung fasilitas penyimpanan yang memenuhi aspek keselamatan dan tanggap darurat. Hutama Karya juga memperluas tanggung jawab ini kepada mitra kerja dan subkontraktor dengan memastikan adanya pengelolaan limbah yang sesuai standar. Melalui pendekatan menyeluruh ini, perusahaan tidak hanya memenuhi kewajiban regulasi, tetapi juga memperkuat budaya kerja yang aman, bertanggung jawab, dan berorientasi pada keberlanjutan lingkungan.

As a manifestation of its commitment to sustainability and environmental protection, Hutama Karya implements an integrated, stringent, and regulatory-compliant management system for Hazardous and Toxic Waste (B3), aimed at minimizing pollution risks while ensuring occupational health and safety. The management process begins with the identification and classification of chemical substances based on their hazardous characteristics, followed by detailed recording, standardized labeling, the provision of safety documentation such as Material Safety Data Sheets (MSDS), and the establishment of secure dedicated storage facilities. Hazardous and Toxic Waste (B3) generated is managed through systematic stages, including identification, packaging, temporary storage in accordance with the stipulated time limits, as well as transportation and treatment by duly licensed entities, supported by a manifest system and digital reporting. In addition, the Company ensures strict supervision through logbook recording, waste balance tracking, and periodic reporting to the relevant authorities, supported by storage facilities that meet safety and emergency response requirements. Hutama Karya also extends this responsibility to its business partners and subcontractors by ensuring the implementation of waste management practices in accordance with established standards. Through this comprehensive approach, the Company not only fulfills its regulatory obligations but also strengthens a work culture that is safe, responsible, and oriented toward environmental sustainability.

Hutama Karya telah mengukur besaran limbah yang dihasilkan dari kegiatan operasionalnya. Metode Hutama Karya dalam mengukur dan memantau jumlah limbah yang dihasilkan yaitu dengan membuat tempat penampungan sementara limbah non B3 dibuat dengan ukuran tertentu. Limbah non-b3 atau domestik yaitu sampah makanan dan sampah kayu serta limbah b3 cair dan padat. Pengumpulan limbah non B3 yang ada di setiap area dikumpulkan pada penampungan sementara limbah non B3. Selanjutnya, limbah non-B3 dibuang secara

Hutama Karya has measured the amount of waste generated from its operational activities. The Company's method for measuring and monitoring waste generation includes providing temporary storage facilities for non-B3 waste with standardized dimensions. Non-B3 or domestic waste includes food waste and wood waste, while B3 waste includes both liquid and solid hazardous waste. Non-B3 waste collected from each area is stored in temporary waste collection points. Subsequently, non-B3 waste is periodically

berkala dengan ditimbang terlebih dahulu, sebelum diambil oleh pihak ke-3 yang berijin dari DKRTH. Hutama Karya melakukan perhitungan jumlah limbah non-b3 dengan menggunakan estimasi volume bak truk pengangkut. Limbah non B3 yang dihasilkan nantinya akan dikirim ke bank sampah untuk dipilah terlebih dahulu dan sebagian langsung dibuang ke TPAS berizin (Bagendung). Pemilahan limbah dilakukan dengan menggunakan tempat sampah 4 warna untuk pemilahan sampah domestik dan bekerja sama dengan Bank Sampah.

Terkait dengan limbah B3, upaya Hutama Karya dalam mengumpulkan dan memantau limbah B3 yaitu dengan melakukan pencatatan semua limbah B3 yang dihasilkan sebelum masuk ke TPS limbah B3 setiap bulannya (jika ada limbah yang di hasilkan). Limbah B3 dikelola oleh pihak ketiga, dalam proses penentuannya, meminta saran dari DLH setempat, rekomendasi perusahaan pengelola limbah B3.

Upaya Hutama Karya dalam mengurangi jumlah limbah yang dihasilkan di antaranya dengan membatasi pemakaian plastik, melakukan daur ulang sampah plastik di Rest Area BTB (dalam proses pemilahan), memanfaatkan *scrap* atau besi tua menjadi produk baru, tidak menggunakan mineral kemasan untuk kegiatan oprasional di kantor, diganti menggunakan dengan gelas dan tumbler. Data yang disajikan di tahun 2025 merupakan data limbah secara konsolidasi dengan melibatkan entitas anak, sedangkan di tahun 2024 dan 2023 merupakan data yang berasal dari Hutama Karya saja. Adapun total limbah yang dihasilkan dari Hutama Karya dan seluruh entitas anak sebagai berikut:

disposed of after being weighed, before being collected by licensed third-party waste management providers approved by DKRTH. The Company estimates non-B3 waste quantities using truck volume capacity calculations. Non-B3 waste is then sent to waste banks for sorting and partially disposed of at licensed final disposal sites (TPAS Bagendung). Waste segregation is supported by a four-color waste sorting system for domestic waste and collaboration with waste bank programs.

For B3 waste, Hutama Karya collects and monitors all hazardous waste generated by recording it monthly before being stored in B3 temporary storage facilities (TPS), if any waste is generated. B3 waste is managed by third-party licensed operators, with recommendations obtained from local Environmental Agencies (DLH) in determining the appropriate waste management companies.

The Company's efforts to reduce waste generation include limiting plastic usage, recycling plastic waste at BTB Rest Areas (in sorting process), reusing scrap iron into new products, and eliminating single-use bottled mineral water in operational activities, replacing them with glasses and tumblers. The data presented in 2025 represents consolidated waste data, including the Company's subsidiaries, whereas the data for 2024 and 2023 only represents Hutama Karya's standalone operations. The total waste generated by Hutama Karya and all subsidiaries is as follows:

Tabel Total dan Komposisi Limbah
Table of Total and Composition of Waste

Jenis Limbah Type of Waste	Satuan	2025	2024	2023
Limbah domestik (cair) Domestic Waste (Liquid)	m^3	127.975,39		
Limbah konstruksi Construction Waste	ton	711,78		
Limbah domestik (Padat) Domestic Waste (Solid)	ton	1.277.709,96		
Limbah Manufaktur (Scrap Besi) Manufacturing Waste (Scrap Iron)	ton	2.502,00		
Total Limbah Tidak Berbahaya **Total Non-Hazardous Waste**	**Ton**	1.408.899,13	**1.111,00**	**492,21**
Limbah (cair) Waste (Liquid)	Liter	3.029,29		
Limbah konstruksi Construction Waste	ton	2.687,97		
Limbah (Padat) Waste (Solid)	ton	3.813,86		
Limbah Manufaktur Manufacturing Waste	ton	-		
Total Limbah Berbahaya **Total Hazardous Waste**	**Ton**	9.531,17	**190,12**	**5,01**
Efluen Effluent	M^3	5.396,82		
Total Limbah yang Dihasilkan **Total Waste Generated**	**Ton**	1.472.453,00	**1.301,11**	**497,21**

Mekanisme Pengelolaan Limbah dan Efluen
[OJK F.14]

Pengelolaan limbah dilakukan oleh karyawan yang memiliki sertifikasi khusus di bidang lingkungan, guna memastikan seluruh jenis limbah ditangani secara tepat dan aman bagi lingkungan. Sebagai bentuk komitmen dalam mencegah terjadinya pencemaran lingkungan, Hutama Karya menerapkan berbagai inisiatif untuk mengurangi timbulan limbah, baik limbah domestik atau non-B3 maupun limbah B3 (bahan berbahaya dan beracun). Seluruh proses pengumpulan dan pengelolaan limbah di lingkungan perusahaan dilaksanakan dengan berpedoman pada ketentuan peraturan perundang-undangan yang berlaku, antara lain:

1. Peraturan Pemerintah Republik Indonesia No. 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup.
2. Undang-Undang Republik Indonesia No. 18 Tahun 2008 tentang Pengelolaan Sampah.

Sebagai wujud komitmen dalam menjaga keberlanjutan lingkungan, Hutama Karya secara konsisten melakukan pengelolaan limbah yang dihasilkan dari seluruh aktivitas operasional secara bertanggung jawab. Setiap tahapan pengelolaan limbah tersebut dilaksanakan melalui proses pemantauan dan evaluasi yang dilakukan secara berkala guna memastikan efektivitas pelaksanaannya. Hasil dari proses evaluasi tersebut digunakan sebagai dasar dalam melakukan perbaikan berkelanjutan serta memperkuat kinerja Perseroan dalam pengelolaan lingkungan. Berikut disajikan informasi terkait kinerja pengelolaan limbah yang telah dilaksanakan oleh Hutama Karya.

Pengelolaan limbah yang efektif tidak hanya bertujuan untuk meminimalkan dampak negatif terhadap lingkungan, tetapi juga mendukung upaya konservasi sumber daya alam dan pencegahan pencemaran. Untuk mencapai tujuan tersebut, Perseroan menerapkan berbagai inisiatif, mulai dari pengurangan timbulan limbah hingga pemanfaatan kembali limbah yang dapat didaur ulang. Sebagai bagian dari komitmennya untuk menjaga kelestarian lingkungan, Perseroan juga berperan aktif dalam mengurangi timbulan limbah non-B3. Beberapa langkah konkret yang telah diambil, antara lain:

1. Menerapkan prinsip 3R (*reduce, reuse, recycle*).
2. Mengolah limbah organik melalui pengomposan dan budidaya maggot BSF.
3. Penggunaan teknologi informasi dengan menerapkan sistem E-Office, SAP, dan HK SHIELD untuk mengelola data secara digital, mengurangi ketergantungan pada kertas, dan meningkatkan efisiensi operasional.
4. Mengimplementasikan kebijakan penggunaan kertas dua sisi untuk menghemat penggunaan kertas.
5. Mengelola sampah kertas dengan mendaur ulangnya melalui kerja sama dengan mitra pengelolaan limbah dan daur ulang.
6. Pembuatan perabotan menggunakan sisa konstruksi.
7. Mendaur ulang sampah kertas dan sampah non organik lainnya serta menyalurkan sampah yang tidak dapat dimanfaatkan kembali ke tempat pembuangan akhir (TPA).
8. Pemanfaatan ulang limbah besi untuk perbaikan struktur.

Waste and Effluent Management Mechanism
[OJK F.14]

Waste management is carried out by employees with specialized environmental certifications to ensure that all types of waste are handled properly and safely for the environment. As part of its commitment to preventing environmental pollution, Hutama Karya implements various initiatives to reduce waste generation, both non-hazardous (non-B3) and hazardous and toxic waste (B3). All waste collection and management processes within the Company are conducted in accordance with applicable laws and regulations, including:

1. Government Regulation of the Republic of Indonesia No. 22 of 2021 concerning Environmental Protection and Management.
2. Law of the Republic of Indonesia No. 18 of 2008 concerning Waste Management.

As part of its commitment to environmental sustainability, Hutama Karya consistently manages waste generated from all operational activities in a responsible manner. Each stage of waste management is carried out through regular monitoring and evaluation to ensure effective implementation. The results of these evaluations serve as a basis for continuous improvement and strengthening the Company's environmental management performance. The following presents the Company's waste management performance.

Effective waste management not only aims to minimize negative environmental impacts but also supports natural resource conservation and pollution prevention. To achieve this, the Company implements various initiatives ranging from waste reduction to reuse and recycling of recoverable materials. As part of its commitment to environmental preservation, the Company actively reduces non-B3 waste generation through several measures, including:

1. Implementation of the 3R principles (reduce, reuse, recycle).
2. Processing organic waste through composting and Black Soldier Fly (BSF) maggot cultivation.
3. Use of information technology systems such as E-Office, SAP, and HK SHIELD to digitize data management, reduce paper usage, and improve operational efficiency.
4. Implementation of a two-sided printing policy to reduce paper consumption.
5. Recycling paper waste through collaboration with waste management and recycling partners.
6. Production of furniture using construction waste materials.
7. Recycling paper and other non-organic waste and sending non-recoverable waste to licensed final disposal sites (TPA).
8. Reuse of scrap iron for structural repair purposes.

Dalam rangka mengelola limbah B3, Perseroan menerapkan prosedur dan langkah-langkah yang sesuai dengan peraturan yang berlaku untuk memastikan limbah tersebut dikelola dengan aman dan efektif, seperti:

1. Melakukan pengelolaan limbah B3 sesuai dengan Peraturan Menteri Lingkungan Hidup dan Kehutanan Republik Indonesia Nomor 6 Tahun 2021 tentang Tata Cara dan Persyaratan Pengelolaan Limbah Bahan Berbahaya dan Beracun.
2. Melakukan klasifikasi berdasarkan sifat bahayanya, seperti: mudah meledak, mudah terbakar, toksik, korosif, iritan, hingga karsinogenik, teratogenik, atau mutagenik.
3. Melakukan modifikasi untuk pengurangan timbulan limbah.
4. Mengganti material dengan jenis yang memiliki siklus hidup lebih panjang.
5. Memperpanjang masa pakai katalis.
6. Daur ulang limbah B3 untuk dijadikan substitusi bahan baku produksi.
7. Menjalin kerja sama dengan pihak ketiga yang bersertifikat untuk mengolah limbah.

Data yang disajikan di tahun 2025 merupakan data limbah secara konsolidasi dengan melibatkan entitas anak, sedangkan di tahun 2024 dan 2023 merupakan data yang berasal dari Hutama Karya saja. Adapun total limbah yang dihasilkan dari Hutama Karya dan seluruh entitas anak sebagai berikut:

In managing hazardous waste (B3), the Company implements procedures and measures in accordance with applicable regulations to ensure safe and effective handling, including:

1. Managing hazardous waste in accordance with Minister of Environment and Forestry Regulation No. 6 of 2021 concerning Procedures and Requirements for Hazardous Waste Management.
2. Classification based on hazard characteristics, such as explosive, flammable, toxic, corrosive, irritant, carcinogenic, teratogenic, or mutagenic properties.
3. Process modifications to reduce waste generation.
4. Substitution with materials that have longer life cycles.
5. Extension of catalyst service life.
6. Recycling hazardous waste as substitute raw materials.
7. Cooperation with certified third-party waste management providers.

The data presented in 2025 represents consolidated waste data, including subsidiaries, whereas the data in 2024 and 2023 reflects waste data derived solely from Hutama Karya. The total waste generated by Hutama Karya and all subsidiaries is presented as follows:

Tabel Total dan Pengelolaan Limbah
Table of Total and Waste Management

(dalam Ton/in Tons)

Jenis Limbah Type of Waste	2025	2024	2023
Limbah Tidak Berbahaya Non-Hazardous Waste			
Dimanfaatkan Kembali Reused	**38,30**	24,93	0,00
Didaur Ulang Recycled	**76,58**	51,59	65,71
Dibuang ke TPA Sent to Landfill (TPA)	**2.293,59**	860,85	425,85
Dikirim ke Pihak Ketiga Sent to Third Parties	**1.279.018,20**	173,62	0,65
Total Limbah Tidak Berbahaya **Total Non-Hazardous Waste**	**1.281.426,67**	**1.111,00**	**492,21**
Limbah Berbahaya Hazardous Waste			
Dimanfaatkan Kembali Reused	**0,55**	0,00	0,00
Didaur Ulang Recycled	**0.00**	0.00	0.00
Dikirim ke Pihak Ketiga Sent to Third Parties	**15.397,20**	190,12	5,01
Total Limbah Berbahaya **Total Hazardous Waste**	**15.399**	**190,12**	**5,01**
Total Limbah yang Dihasilkan **Total Waste Generated**	**1.296.825,66**	**1.301,11**	**497,21**
Total Limbah yang Menggunakan 3R **Total Waste Managed Using 3R (Reduce, Reuse, Recycle)**	**115,43**	**76,52**	**65,71**

Hutama Karya bersama entitas anak telah menerapkan berbagai langkah strategis dalam rangka mengurangi serta memanfaatkan limbah bahan berbahaya dan beracun (B3). Upaya tersebut dilakukan dengan menekan timbulan limbah sejak tahap awal pada sumbernya, sehingga dapat mencegah terjadinya akumulasi limbah yang berpotensi membahayakan lingkungan. Selain itu, Perseroan juga mengupayakan pemanfaatan kembali serta daur ulang limbah B3 sepanjang memungkinkan, termasuk penggunaan kembali material tersebut untuk keperluan lain, guna mengurangi volume limbah yang harus dibuang atau diolah lebih lanjut.

Di samping itu, Hutama Karya turut melakukan pengelolaan terhadap limbah B3 yang dihasilkan oleh pemasok atau subkontraktor, khususnya bagi pihak-pihak yang belum memiliki sistem pengelolaan limbah sendiri. Melalui penerapan langkah-langkah tersebut, Perseroan berkomitmen untuk meminimalkan dampak negatif terhadap lingkungan serta mendorong pengelolaan limbah yang lebih berkelanjutan. Informasi lebih lanjut mengenai pengelolaan efluen disajikan pada bagian Aspek Air dalam Laporan Keberlanjutan ini.

Tumpahan yang Terjadi [OJK F.15]

Hutama Karya secara aktif meninjau seluruh aktivitas yang melibatkan bahan kimia atau zat berbahaya yang dapat mencemari saluran air, serta menilai risiko dari limbah cair yang dihasilkan selama proses kerja. Potensi kebocoran dari sistem penyimpanan dan kegiatan operasional ditinjau secara berkala untuk mencegah kontaminasi terhadap air permukaan dan saluran pembuangan. Perseroan juga menetapkan standar tinggi dalam penyimpanan bahan kimia dan cairan berbahaya. Semua bahan disimpan di area tertutup yang tahan bocor, diberi label yang jelas, dan dijauhkan dari sumber air. Sistem pengamanan dan fasilitas tanggap darurat disediakan di dekat area penyimpanan untuk mengantisipasi kejadian tumpahan atau kebocoran. Petugas yang bertanggung jawab atas bahan kimia telah dibekali pelatihan khusus untuk memastikan penanganan dilakukan secara aman.

Komitmen Hutama Karya terhadap pengelolaan limbah cair ini tercermin dalam program pelatihan dan penyuluhan kepada karyawan. Karyawan dibekali pengetahuan mengenai pentingnya pengelolaan air limbah, prosedur penanganan bahan cair berbahaya, serta dampak pencemaran air terhadap kesehatan dan lingkungan. Latihan darurat dilakukan secara berkala untuk memastikan kesiapan menghadapi potensi insiden yang berkaitan dengan air limbah, terutama tumpahan.

Meskipun tumpahan tidak dapat sepenuhnya dihindari, risiko tersebut dapat diminimalisasi dengan sistem manajemen yang matang dan kesiapsiagaan yang tinggi. Oleh karena itu, Perseroan telah mengembangkan kebijakan dan prosedur penanganan tumpahan yang komprehensif yang terintegrasi dalam sistem QHSSE.

Seluruh unit operasional Hutama Karya dilengkapi dengan peralatan tanggap darurat, seperti *spill kit*, APAR/APAB, dan alat pelindung diri. Tim tanggap darurat di setiap proyek dan lokasi kerja juga

Hutama Karya, together with its subsidiaries, has implemented various strategic measures to reduce and utilize hazardous and toxic waste (B3). These efforts are carried out by minimizing waste generation at the source during the initial stages, thereby preventing the accumulation of waste that could potentially harm the environment. In addition, the Company also promotes the reuse and recycling of B3 waste wherever possible, including reusing materials for other purposes, in order to reduce the volume of waste that must be disposed of or further treated.

Furthermore, Hutama Karya also manages B3 waste generated by suppliers or subcontractors, particularly those who do not yet have their own waste management systems. Through the implementation of these measures, the Company is committed to minimizing negative environmental impacts and promoting more sustainable waste management practices. Further information regarding effluent management is presented in the Water Aspect section of this Sustainability Report.

Spill Incidents that Occurred [OJK F.15]

Hutama Karya actively reviews all activities involving chemicals or hazardous substances that may contaminate water channels, and assesses the risks of wastewater generated during work processes. Potential leaks from storage systems and operational activities are regularly reviewed to prevent contamination of surface water and drainage systems. The Company also sets high standards for the storage of chemicals and hazardous liquids. All substances are stored in sealed, leak-proof areas, clearly labeled, and kept away from water sources. Security systems and emergency response facilities are provided near storage areas to anticipate spill or leakage incidents. Personnel responsible for handling chemicals are equipped with specialized training to ensure safe handling.

Hutama Karya's commitment to wastewater management is reflected in employee training and awareness programs. Employees are provided with knowledge on the importance of wastewater management, procedures for handling hazardous liquids, and the environmental and health impacts of water pollution. Emergency drills are conducted regularly to ensure readiness in responding to potential wastewater-related incidents, particularly spills.

Although spills cannot be fully avoided, risks can be minimized through a well-established management system and high levels of preparedness. Therefore, the Company has developed comprehensive spill response policies and procedures integrated into the QHSSE system.

All Hutama Karya operational units are equipped with emergency response tools such as spill kits, APAR/APAB, and personal protective equipment (PPE). Emergency response teams at each project site

dilatih secara rutin untuk memastikan kesiapan dalam menghadapi insiden tumpahan. Selain itu, potensi tumpahan dipetakan secara proaktif di area kritis seperti gudang bahan bakar, lokasi proyek berat, dan jalur transportasi logistik, serta dilakukan pemeriksaan berkala terhadap kendaraan, tangki penyimpanan, dan peralatan untuk mendeteksi kebocoran atau potensi tumpahan.

Saat tumpahan terjadi, respons cepat sangat penting. Tim lapangan akan segera mengisolasi area, mengidentifikasi jenis bahan yang tumpah, dan menggunakan perlengkapan pelindung diri yang sesuai. Bahan cair yang tumpah akan diserap dengan pasir, serbuk gergaji, atau sorbent lain yang sesuai, kemudian dimasukkan ke wadah tertutup untuk diproses lebih lanjut. Fokus utama adalah mencegah penyebaran limbah ke saluran air, drainase, atau lingkungan sekitar.

Hutama Karya juga mengaplikasikan sistem tanggap tumpahan di area jalan tol dan wilayah perairan. Di ruas tol, personel dilatih untuk menangani tumpahan dari kendaraan, termasuk yang membawa bahan berbahaya dan beracun (B3) atau bahan radioaktif. Di laut, teknologi seperti *oil boom* dan *skimmer* digunakan, serta mempertimbangkan metode *in-situ burning* atau bioremediasi jika diperlukan.

Selama tahun 2025, tidak terdapat tumpahan bahan kimia, minyak, dan bahan bakar, di antara zat-zat lainnya yang dapat berpotensi memengaruhi tanah, air, udara, keragaman hayati, dan kesehatan manusia.

Aspek Pengaduan Terkait Lingkungan Hidup

Jumlah dan Materi Pengaduan Lingkungan Hidup yang Diterima dan Diselesaikan [OJK F.16, GRI 2-26]

Perseroan menyediakan sarana pengaduan yang dapat dimanfaatkan untuk melaporkan pelanggaran terkait aspek lingkungan. Pengaduan tersebut dapat disampaikan secara langsung kepada tim proyek, kantor cabang, atau pengelola ruas terkait, serta melalui kanal *Corporate Communication* yang telah disediakan guna memastikan proses penanganan berjalan secara cepat dan efektif. Selama periode pelaporan, tidak terdapat pelanggaran yang berkaitan dengan ketentuan regulasi lingkungan yang berlaku. Hutama Karya senantiasa berupaya untuk memastikan kepatuhan penuh terhadap seluruh peraturan yang ditetapkan oleh regulator, sekaligus mempertahankan komitmen dalam memberikan kontribusi positif terhadap pelestarian lingkungan. Hal ini diwujudkan melalui penerapan proses pengelolaan yang terstruktur serta kegiatan pemantauan lingkungan yang dilakukan secara berkesinambungan. Selain itu, Perseroan secara proaktif mengambil berbagai langkah yang diperlukan untuk meminimalkan dampak negatif terhadap lingkungan, sekaligus mengoptimalkan dampak positif yang dihasilkan dari setiap aktivitas operasionalnya.

Sepanjang tahun 2025, Perseroan tidak menerima pengaduan terkait lingkungan hidup

are also regularly trained to ensure readiness in handling spill incidents. In addition, spill risks are proactively mapped in critical areas such as fuel storage facilities, heavy construction sites, and logistics transport routes, and routine inspections are conducted on vehicles, storage tanks, and equipment to detect potential leaks or spill risks.

In the event of a spill, rapid response is critical. Field teams immediately isolate the area, identify the type of spilled substance, and use appropriate protective equipment. Spilled liquids are absorbed using sand, sawdust, or other suitable sorbents, then placed into sealed containers for further treatment. The primary focus is to prevent the spread of waste into water channels, drainage systems, or surrounding environments.

Hutama Karya also applies spill response systems in toll road areas and maritime environments. On toll road sections, personnel are trained to handle spills from vehicles, including those transporting hazardous and toxic materials (B3) or radioactive substances. At sea, technologies such as oil booms and skimmers are used, and in-situ burning or bioremediation methods are considered when necessary.

During 2025, there were no chemical, oil, or fuel spill incidents, among other substances that could potentially impact soil, water, air, biodiversity, and human health.

Environmental Complaints Aspect

Number and Substance of Environmental Complaints Received and Resolved [OJK F.16, GRI 2-26]

The Company provides a grievance mechanism that can be used to report violations related to environmental aspects. Such complaints may be submitted directly to project teams, branch offices, or relevant toll road operators, as well as through the Corporate Communication channel provided to ensure prompt and effective handling. During the reporting period, there were no violations related to applicable environmental regulations. Hutama Karya consistently strives to ensure full compliance with all regulations set by regulators, while maintaining its commitment to making positive contributions to environmental preservation. This is implemented through structured management processes and continuous environmental monitoring activities. In addition, the Company proactively undertakes various necessary measures to minimize negative environmental impacts while optimizing the positive impacts generated from its operational activities.

Throughout 2025, the Company did not receive any environmental-related complaints

Kinerja Sosial
Social Performance

Komitmen untuk Memberikan Layanan atas Produk dan/atau Jasa yang Setara Kepada Konsumen [OJK F.17]

Dalam upaya meningkatkan keberlanjutan perusahaan, Perseroan menyadari bahwa pelanggan adalah pemangku kepentingan yang memainkan peran penting. Perseroan merealisasikan tanggung jawab kepada pelanggan dan pemangku kepentingan dengan menjamin produk dan jasa yang diberikan berkualitas dan sesuai dengan spesifikasi yang telah disepakati. Produk Hutama Karya telah melewati serangkaian proses untuk menjamin mutu dan kepatuhan terhadap regulasi serta standar yang berlaku, misalnya keselamatan dan kesehatan kerja serta lingkungan hidup.

Sesuai Prosedur Serah Terima Pekerjaan dan Penutupan Kontrak Proyek BUJK Nomor SP/MANKON/P/006 Rev.1 Tanggal 06 Desember 2024 Hutama Karya bersama dengan pengguna jasa melakukan evaluasi bersama untuk memastikan bahwa Pekerjaan telah selesai dan sesuai secara subtansial sebelum diserahterimakan. Hal ini menunjukkan komitmen Perseroan untuk memberikan layanan atas produk dan jasa yang setara sesuai dengan kesepakatan dalam kontrak kepada seluruh pengguna jasa.

Perseroan juga menunjukan komitmennya dalam memberikan pelayanan terbaiknya kepada seluruh pelanggan jalan tol secara setara sesuai dengan Standar Pelayanan Minimum (SPM) Jalan Tol sebagaimana tertuang dalam Prosedur Pengendalian Mutu Pengoperasian dan Pemeliharaan Jalan Tol Nomor OPT/QHSSE/P/001. Selain itu, Perseroan juga berkomitmen untuk untuk memberikan pelayanan yang setara dalam merespon, menganggapi dan menyelesaikan keluhan pengguna jalan tol dengan mengutamakan factor pelayanan sebagaimana diatur dalam Prosedur Layanan Lalu Lintas Jalan Tol Nomor OPT/OJT/P/001 Rev.2.

Perseroan selalu menyampaikan informasi terkait produk dan kualitas layanan secara jelas, transparan, dan objektif. Selain itu, Perseroan selalu menerima saran dan masukan terkait peningkatan mutu serta memperhatikan dan menanggapi dengan baik keluhan pelanggan sesuai dengan pedoman. Hal ini bertujuan untuk memberikan jaminan kualitas dan pelayanan yang setara serta memenuhi harapan pelanggan. Melalui upaya tersebut, selama periode pelaporan, Perseroan tidak melakukan pelanggaran terhadap informasi produk dan pelabelan.

Aspek Ketenagakerjaan

Kesetaraan Kesempatan Bekerja [OJK F.18]

PT Hutama Karya (Persero) berkomitmen untuk menjunjung tinggi prinsip kesetaraan kesempatan kerja sebagai bagian dari penerapan

Commitment to Providing Equal Service for Products and/or Services to Customers [OJK F.17]

In its efforts to enhance corporate sustainability, the Company recognizes that customers are key stakeholders who play a vital role. The Company fulfills its responsibilities to customers and stakeholders by ensuring that the products and services delivered are of high quality and in accordance with agreed specifications. Hutama Karya's products have undergone a series of processes to ensure quality and compliance with applicable regulations and standards, including occupational health and safety and environmental requirements.

In accordance with the Work Handover and Project Contract Closure Procedure for BUJK Number SP/MANKON/P/006 Rev.1 dated December 06, 2024, Hutama Karya, together with the service users, conducts joint evaluations to ensure that the work has been completed and is substantially compliant prior to handover. This demonstrates the Company's commitment to delivering products and services that meet contractual agreements for all service users.

The Company also demonstrates its commitment to providing the best services to all toll road users in an equitable manner in accordance with the Minimum Service Standards (SPM) for Toll Roads as stipulated in the Quality Control Procedure for Toll Road Operation and Maintenance Number OPT/QHSSE/P/001. In addition, the Company is committed to providing equal service in responding to, handling, and resolving complaints from toll road users by prioritizing service aspects, as regulated in the Toll Road Traffic Service Procedure Number OPT/OJT/P/001 Rev.2.

The Company consistently provides information related to its products and service quality in a clear, transparent, and objective manner. Furthermore, the Company welcomes suggestions and feedback for quality improvement and ensures that customer complaints are properly addressed in accordance with established guidelines. This aims to ensure consistent quality and service standards while meeting customer expectations. Through these efforts, during the reporting period, the Company did not record any violations related to product information and labeling.

Employment Aspect

Equal Employment Opportunities [OJK F.18]

PT Hutama Karya (Persero) is committed to upholding the principle of equal employment opportunity as part of its sustainable

tata kelola berkelanjutan dan nilai keadilan dalam pengelolaan sumber daya manusia sebagaimana tertuang Respectful Workplace Policy (RWP) yang telah dijalankan secara berkelanjutan oleh Perseroan sebagaimana tertuang dalam Surat Keputusan Direksi Nomor 5311/KPTS/118/XII/2024 dan Handbook RWP. Kebijakan tersebut menjamin bahwa setiap individu memperoleh kesempatan yang setara tanpa membedakan jenis kelamin, golongan jabatan, latar belakang sosial, suku, ras, agama, maupun kondisi fisik, sepanjang memenuhi kualifikasi dan persyaratan yang ditetapkan berdasarkan kebutuhan jabatan dan kompetensi.

Sebagai wujud nyata komitmen terhadap inklusi dan keberagaman, Hutama Karya juga membuka kesempatan kerja bagi penyandang disabilitas. Rekrutmen Karyawan Disabilitas dilakukan secara terstruktur dan transparan melalui program Rekrutmen Bersama BUMN, dengan tetap mengedepankan prinsip kesesuaian kompetensi, keselamatan kerja, serta dukungan lingkungan kerja yang layak.

governance practices and its commitment to fairness in human capital management, as stipulated in the Respectful Workplace Policy (RWP), which has been continuously implemented by the Company pursuant to Board of Directors Decree No. 5311/KPTS/118/XII/2024 and the RWP Handbook. The policy ensures that every individual is provided with equal opportunities regardless of gender, job grade, social background, ethnicity, race, religion, or physical condition, provided that the individual meets the qualifications and requirements established based on job needs and competencies.

As a tangible manifestation of its commitment to inclusion and diversity, Hutama Karya also provides employment opportunities for persons with disabilities. Recruitment of employees with disabilities is conducted in a structured and transparent manner through the Joint Recruitment Program of State-Owned Enterprises (BUMN), while still prioritizing competency suitability, occupational safety, and a supportive working environment.

Tabel Keberagaman Manajemen dan Karyawan 2025
Table of Management and Employee Diversity 2025

(Dalam Orang/in Persons)

Level Jabatan / Job Level	Jenis Kelamin / Gender					Kelompok Usia / Age Group						
	Pria / Male	%	Wanita / Female	%	Total	<30	%	31-50	%	>51	%	Total
EVP & Setingkat / EVP & Equivalent	56	88,89%	7	11,11%	63	0	0,00%	25	39,68%	38	60,32%	63
VP & Setingkat / VP & Equivalent	126	90,65%	13	9,35%	139	0	0,00%	98	70,50%	41	29,50%	139
Manajer & Setingkat / Manager & Equivalent	332	91,97%	29	8,03%	361	3	0,83%	298	82,55%	60	16,62%	361
Asisten Manajer & Setingkat / Assistant Manager & Equivalent	506	80,57%	122	19,43%	628	87	13,85%	495	78,82%	46	7,32%	628
Officer / Officer	599	66,11%	307	33,89%	906	448	49,45%	422	46,58%	36	3,97%	906
Personel Inti Proyek / Core Project Personnel	415	96,06%	17	3,94%	432	21	4,86%	350	81,02%	61	14,12%	432
Jumlah / Total	1.619	77,21%	478	22,79%	2.097	538	25,66%	1.338	63,81%	221	10,54%	2.097

Komposisi Karyawan Penyandang Disabilitas 2025
Composition of Employees with Disabilities 2025

(Dalam Orang/in Persons)

Jenis Penyandang Disabilitas / Type of Disability	Jenis Kelamin / Gender					Kelompok Usia / Age Group						
	Pria / Male	%	Wanita / Female	%	Total	<30	%	31-50	%	>51	%	Total
Tuna Daksa / Physical disability	2	50,00%	2	50,00%	4	3	75,00%	1	25,00%	0	0,00%	4
Tuna Netra / Visual impairment	0	0,00%	1	100,00%	1	1	100,00%	0	0,00%	0	0,00%	1
Tuna Rungu / Hearing impairment	2	100,00%	0	0,00%	2	1	50,00%	1	50,00%	0	0,00%	2

Jenis Penyandang Disabilitas Type of Disability	Jenis Kelamin Gender					Kelompok Usia Age Group						
	Pria Male	%	Wanita Female	%	Total	<30	%	31-50	%	>51	%	Total
Tuna Wicara Speech impairment	0	0,00%	0	0,00%	0	0	0,00%	0	0,00%	0	0,00%	0
Jumlah **Total**	4	57,14%	3	42,86%	7	5	71,43%	2	28,57%	0	0,00%	7

Perseroan menyadari pentingnya membangun budaya inklusif yang menjunjung tinggi kesetaraan dan menghargai keberagaman di lingkungan perusahaan. Oleh sebab itu, dalam mengelola SDM, kami senantiasa memberikan perlakuan dan kesempatan yang setara bagi seluruh karyawan tanpa terkecuali. Melalui berbagai upaya tersebut, tidak terdapat laporan insiden diskriminasi yang terjadi selama tahun pelaporan.

The Company recognizes the importance of fostering an inclusive culture that upholds equality and values diversity within the workplace. Therefore, in managing human resources, we consistently provide equal treatment and opportunities to all employees without exception. Through these efforts, there were no reported incidents of discrimination during the reporting year.

Rekrutmen dan Perputaran Karyawan [GRI 401-1]

Sejalan dengan perkembangan bisnis perusahaan, Hutama Karya berkomitmen untuk memenuhi kebutuhan SDM melalui program rekrutmen yang adil dan berbasis kompetensi. Perseroan melakukan penerimaan pekerja secara selektif dan objektif agar dapat menyaring tenaga kerja yang berkualitas, terampil, sehat secara medis, dan memenuhi batas usia yang ditentukan (usia minimal 18 tahun). Proses seleksi ini tidak terpengaruh oleh latar belakang sosial, ekonomi, ras, jenis kelamin, suku, dan agama.

Employee Recruitment and Turnover [GRI 401-1]

In line with the Company's business development, Hutama Karya is committed to meeting its human resource needs through a fair and competency-based recruitment program. The Company conducts employee recruitment in a selective and objective manner to ensure the selection of a qualified, skilled workforce, medically fit, and meeting the minimum age requirement (at least 18 years old). The selection process is not influenced by social, economic, racial, gender, ethnic, or religious backgrounds.

Rekrutmen Karyawan Baru Berdasarkan Kelompok Usia
New Employee Recruitment by Age Group

(Dalam Orang/in Persons)

Kelompok Usia Age Group		2025	2024*	2023*
>55 tahun	>55 years	1	1	0
50-54 tahun	50-54 years	0	0	0
45-49 tahun	45-49 years	1	1	1
40-44 tahun	40-44 years	1	3	2
35-39 tahun	35-39 years	1	4	3
30-34 tahun	30-34 years	6	9	10
25-29 tahun	25-29 years	17	37	21
20-24 tahun	20-24 years	32	48	25
Total	**Total**	59	**103**	**62**

Keterangan/ Notes:
*) Disajikan Kembali/ Restated

Rekrutmen Karyawan Baru Berdasarkan Pendidikan
New Employee Recruitment by Educational Background

(Dalam Orang/in Persons)

Berdasarkan Pendidikan Educational Background		2025	2024*	2023*
Pascasarjana	Postgraduate	5	12	6
Sarjana	Undergraduate	51	74	51

Berdasarkan Pendidikan Educational Background		2025	2024*	2023*
Diploma	Diploma	3	17	5
Non Akademik	Non-Academic	0	0	0
Total	**Total**	59	**103**	**62**

Keterangan/ Notes:
*) Disajikan Kembali/ Restated

Komposisi Karyawan Baru Berdasarkan Jenis Kelamin
Composition of New Employees by Gender

(Dalam Orang/in Persons)

Uraian Descripiton		2025	2024*	2023*
Pria	Male	36	70	35
Wanita	Female	23	33	27
Total	**Total**	59	**103**	**62**

Keterangan/ Notes:
*) Disajikan Kembali/ Restated

Rekrutmen Karyawan Baru Berdasarkan Wilayah Kerja
New Employee Recruitment by Work Area

(Dalam Orang/in Persons)

Wilayah Work Area		2025	2024	2023
Kantor	**Office**	50	**66**	**51**
Cabang	Branch	2	5	3
Proyek	Project	7	28	7
Ruas Jalan Tol	Toll Road Section	0	4	1
Total	**Total**	59	**103**	**62**

Komposisi Karyawan Berhenti Bekerja Berdasarkan Jenis Kelamin
Employee Turnover Composition by Gender

(Dalam Orang/in Persons)

Uraian Description		2025		2024*		2023*	
		KT	PKWT	KT	PKWT	KT	PKWT
Pria	Male	30	125	46	82	45	56
Wanita	Female	7	43	4	19	9	25
Total	**Total**	37	168	**50**	**101**	**54**	**81**

Keterangan/ Notes:
*) Disajikan Kembali/ Restated

Komposisi Karyawan Berhenti Bekerja Berdasarkan Kelompok Usia
Composition of Employees Leaving the Company by Age Group

(Dalam Orang/in Persons)

Kelompok Usia Age Group		2025		2024*		2023*	
		KT	PKWT	KT	PKWT	KT	PKWT
>55 tahun	>55 years	29	38	41	36	41	9

Kelompok Usia Age Group		2025		2024*		2023*	
		KT	PKWT	KT	PKWT	KT	PKWT
50-54 tahun	50-54 years	1	11	1	4	3	6
45-49 tahun	45-49 years	-	7	1	9	-	6
40-44 tahun	40-44 years	1	4	-	7	2	6
35-39 tahun	35-39 years	1	16	2	13	-	4
30-34 tahun	30-34 years	4	43	1	11	2	14
25-29 tahun	25-29 years	1	36	4	16	6	33
20-24 tahun	20-24 years	-	13	-	5	-	3
Total	**Total**	**37**	**168**	**50**	**101**	**54**	**81**

Keterangan/ Notes:
*) Disajikan Kembali/ Restated

Komposisi Karyawan Berhenti Bekerja Berdasarkan Wilayah Kerja
Composition of Employees Leaving the Company by Work Area

(Dalam Orang/in Persons)

Wilayah Work Area		2025		2024*		2023*	
		KT	PKWT	KT	PKWT	KT	PKWT
Kantor	Office	11	94	25	55	29	21
Cabang	Branch	1	4	2	9	4	20
Proyek	Project	23	53	20	22	21	11
Ruas Jalan Tol	Toll Road Section	2	17	3	15	-	29
Total	**Total**	**37**	**168**	**50**	**101**	**54**	**81**

Keterangan/ Notes:
*) Disajikan Kembali/ Restated

Turnover Karyawan yang Berhenti Bekerja Berdasarkan Usia
Employee Turnover by Age Group

Keterangan Description		2025	2024	2023
>55 tahun	>55 years	27,9%	32,8%	29,1%
50-54 tahun	50-54 years	0,6%	0,6%	1,5%
45-49 tahun	45-49 years	0%	0,7%	0%
40-44 tahun	40-44 years	0,7%	0%	1,3%
35-39 tahun	35-39 years	0,3%	0,9%	0,6%
30-34 tahun	30-34 years	0,6%	0,2%	0,4%
25-29 tahun	25-29 years	0,2%	0,6%	0,7%
20-24 tahun	20-24 years	0%	0%	0%
Total	**Total**	**30,3%**	**35,7%**	**33,5%**

Turnover Karyawan yang Berhenti Bekerja Berdasarkan Jenis Kelamin
Employee Turnover by Gender

Keterangan Description		2025	2024	2023
Pria	Male	2,2%	3,3%	3,3%

Keterangan Description		2025	2024	2023
Wanita	Female	1,0%	0,5%	1,4%
Total	**Total**	3,1%	**3,9%**	**4,6%**

Turnover Karyawan yang Berhenti Bekerja Berdasarkan Jenis Kelamin
Employee Turnover of Employees Leaving the Company by Gender

Keterangan Description	Satuan Unit	2025		2024		2023	
		KT	PKWT	KT	PKWT	KT	PKWT
Sukarela **Voluntary**							
Pria Male	Orang Person	30	10	44	4	44	4
Wanita Female	Orang Person	7	3	4	4	10	2
Sub-Total **Sub-Total**	**Orang** **Person**	37	13	**48**	**8**	**44**	**6**
Non-Sukarela **Involuntary**							
Pria Male	Orang Person	0	121	2	78	0	52
Wanita Female	Orang Person	0	34	0	15	0	23
Sub-Total **Sub-Total**	**Orang** **Person**	0	155	**2**	**93**	**0**	**75**
Total **Total**	**Orang** **Person**	37	168	**50**	**101**	**54**	**81**
Turnover	**Rate**						

Turnover Karyawan yang Berhenti Bekerja Berdasarkan Pendidikan
Employee Turnover by Educational Background

(Dalam Orang/in Persons)

Berdasarkan Pendidikan Educational Background		2025		2024		2023	
		KT	PKWT	KT	PKWT	KT	PKWT
Pascasarjana	Postgraduate	0%	3,5%	3,5%	6,3%	4,5%	1,8%
Sarjana	Undergraduate	1,5%	7,9%	1,4%	3,3%	1,8%	3,2%
Diploma	Diploma	4,3%	23,7%	5,4%	8,5%	2,1%	8,3%
Non Akademik	Non-Academic	13,9%	24,1%	9,2%	15,5%	9,4%	10,1%

Turnover Karyawan yang Berhenti Bekerja Berdasarkan Wilayah
Employee Turnover by Work Area

Keterangan Description		2025	2024	2023
Kantor	Office	0,9%	2,1%	2,5%
Cabang (OPT)	Branch (OPT)	1,2%	2,8%	4,6%
Proyek (Jakon)	Project (Jakon)	3,4%	2,6%	2,8%
Ruas Jalan Tol (PJT)	Toll Road Section (PJT)	2,0%	3,1%	0%

Pelatihan dan Pengembangan Kompetensi
[OJK F.22, GRI 404-1, GRI 404-2]

Perseroan secara berkelanjutan menerapkan pengembangan kompetensi karyawan bagi karyawan permanen maupun kontrak. Perseroan mengembangkan program pelatihan yang terdiri dari empat modul pembelajaran, yaitu modul manajerial & wawasan bisnis, modul kepemimpinan, dan modul keterampilan teknis. Komitmen Perseroan dalam memberikan pelatihan dan pendidikan tertuang dalam Prosedur Perencanaan & Pelaksanaan Pelatihan Talenta Nomor SP/HC/P/022 Tanggal 19 Desember 2025 program pelatihan dan sertifikasi dilaksanakan guna mendukung aspek 10% dari desain pengembangan kompetensi. Aspek 20% didukung dengan pelaksanaan program knowledge management sebagaimana diatur dalam Prosedur Manajemen Pengetahuan Nomor SP/HC/P/021 Tanggal 22 Desember 2025 dan Prosedur Pengelolaan Subject Matter Expert (SME) dan Practitioner Expert Nomor SP/HC/P/020 Tanggal 22 Desember 2025. Pada tahun 2025, total durasi pelatihan Perseroan mencapai 87.572 jam dengan rata-rata 10,33 jam pelatihan karyawan perempuan dan 11,53 jam pelatihan karyawan laki-laki (per orang).

Selama tahun 2025, Perseroan telah memberikan pelatihan kepada seluruh karyawan (100%) Perseroan dengan rincian sebagai berikut.

Training and Competency Development
[OJK F.22, GRI 404-1, GRI 404-2]

The Company consistently implements employee competency development programs for both permanent and contract employees. The Company develops training programs comprising four learning modules, namely managerial and business insight modules, leadership modules, and technical skills modules. Talent Training Planning and Implementation Procedure Number SP/HC/P/022 dated December 19, 2025, training and certification programs are implemented to support the 10% aspect of the competency development design. The 20% aspect is supported through the implementation of knowledge management programs as stipulated in the Knowledge Management Procedure Number SP/HC/P/021 dated December 22, 2025 and the Procedure for the Management of Subject Matter Experts (SME) and Practitioner Experts Number SP/HC/P/020 dated December 22, 2025. In 2025, the total duration of the Company's training reached 87,572 hours, with an average of 10.33 training hours per female employee and 11.53 training hours per male employee (per person).

During 2025, the Company has provided training to all employees (100%) of the Company, with details as follows.

Tabel Rata-Rata Jam Pelatihan Karyawan [OJK F.22, GRI 404-1]
Table of Average Employee Training Hours

Uraian Description	Jumlah Karyawan yang Memperoleh Pelatihan (Orang)			Jam Pelatihan (Jam)			Rata-rata Jam Pelatihan Setiap Karyawan (Jam/Orang)		
	2025	2024	2023	2025	2024	2023	2025	2024	2023
Keseluruhan Overall	8.259	7.200	6.829	87.572	83.321	81.450	10,93	14,08	12,29
Berdasarkan Jenis Kelamin **By Gender**									
Pria Male	6.359	5.544	5.258	65.679	52.309	61.088	10,33	9,44	11,62
Wanita Female	1.900	1.656	1.571	21.893	31.012	20.363	11,53	18,73	12,96
Berdasarkan Kategori Jabatan yang Mengikuti Pelatihan **By Position Category Participating in Training**									
BOD, BOC, EVP & Setingkat BOD, BOC, EVP & Equivalent	206	180	171	1.444	1.955	11.877	10,94	11,85	27,43
VP, Manajger/Sr. Anakyst & Setingkat VP, Manager/Sr. Analyst & Equivalent	2.065	1.800	1.707	13.216	14.564	15.159	13,32	34,03	83,39
Analyst & Setingkat Analyst & Equivalent	2.023	1.764	1.673	13.035	15.521	15.300	5,77	8,40	74,51
Office/Staf Office/Staff	2.313	2.016	1.912	43.761	33.475	18.914	6,40	6,70	8,88
Personel Inti Proyek Core Project Personnel	1.652	1.440	1.366	16.116	22.250	20.200	6,44	8,36	9,14
Total	8.259	**7.200**	**6.829**	87.572	**87.495**	**81.450**	18,92	**15,61**	**9,89**

Pelatihan Berdasarkan Jenis
Training by Type

(Dalam Orang/in Persons)

Keterangan Description		2025	2024	2023
Kompetensi	Competency	**2.891**	2.932	2.166
Sertifikasi	Certification	**661**	560	412
Manajerial	Managerial	**413**	298	302
Knowledge Sharing	Knowledge Sharing	**3.717**	3.167	2.532
Pengembangan Kepemimpinan dan Karakter	Leadership and Character Development	**578**	343	555

Komitmen Hutama Karya terhadap program pensiun berakar pada pemahaman bahwa stabilitas keuangan selama masa pensiun adalah aspek mendasar dari kesejahteraan karyawan secara menyeluruh. Perseroan telah memberikan pelatihan bagi karyawan yang akan memasuki usia purnabakti. Melalui program pelatihan ini diharapkan karyawan mampu menjalani hari tua yang produktif dan sejahtera.

Perseroan juga memberikan pelatihan bagi karyawan yang akan memasuki usia purnabakti. Melalui program pelatihan ini diharapkan karyawan mampu menjalani hari tua yang produktif dan sejahtera.

Hutama Karya's commitment to retirement programs is grounded in the understanding that financial stability during retirement is a fundamental aspect of overall employee well-being. The Company has provided training programs for employees approaching retirement age. Through these training programs, employees are expected to maintain productivity and achieve a prosperous and well-prepared retirement life.

The Company also provides training for employees approaching retirement age. Through this training program, employees are expected to maintain productivity and well-being in their post-employment period.

Tabel Pelatihan dan Pendidikan
Table of Training and Education

Jenis Pelatihan dan Pendidikan Type of Training and Education	Jumlah Karyawan (orang) Number of Employees (person)	Penyelenggara Organizer
Pelatihan Masa Persiapan Pensiun (MPP) Pre-Retirement Preparation Program (MPP)	29	PT Wijaya Karya (Persero) Tbk/ WIKASATRIAN
Total	**29**	

Tabel Program Peningkatan Keerampilan dan Bantuan Peralihan Karyawan
Table of Employee Skill Enhancement and Transition Assistance Programs

Program	Objektif Objective
Pelatihan Masa Persiapan Pensiun Pre-Retirement Preparation Training	Memberikan gambaran dan pembekalan secara EQ serta potensi bisnis/ aktivitas lain non-korporasi yang bermanfaat atas rencana selanjutnya bagi karyawan yang akan/telah memasuki masa pensiun To provide an overview and equip employees with emotional intelligence (EQ) as well as potential business opportunities/other non-corporate activities that are beneficial for their future plans upon entering or after retirement

PENILAIAN KINERJA [GRI 404-3]

Hutama Karya melakukan penilaian kinerja karyawan dengan indikator penilaian yang telah ditetapkan setiap setahun sekali. Proses ini mencakup tinjauan kinerja secara berkala dengan memberikan umpan balik secara objektif kepada setiap karyawan atas pencapaian mereka dalam periode tertentu. Hasil penilaian kinerja digunakan untuk masukan dalam proses pengembangan karyawan dan pengembangan karier selanjutnya. Adapun indikator penilaian yang telah ditetapkan pada Tahun 2025 adalah sebagai berikut:

PERFORMANCE ASSESMENT [GRI 404-3]

Hutama Karya conducts employee performance appraisals using predetermined assessment indicators on an annual basis. This process includes periodic performance reviews by providing objective feedback to each employee on their achievements within a certain period. The results of the performance appraisal are utilized as input for employee development and subsequent career development processes. The assessment indicators established in 2025 are as follows:

Indikator Penilaian
Evaluation Indicators

- Indikator Kinerja Utama (KPI) Individu
  Personal Key Performance Indicator
- Penilaian Behaviour Kinerja 360
  360 Performance Behavior Assessment
- Nilai Kepatuhan
  Compliance Score
- Hasil Asesmen
  Assessment Results
- Penilaian Potensi 360
  360 Potential Assessment
- Penilaian AKHLAK 360
  360 AKHLAK Assessment
- *Learning Agility*
  Learning Agility

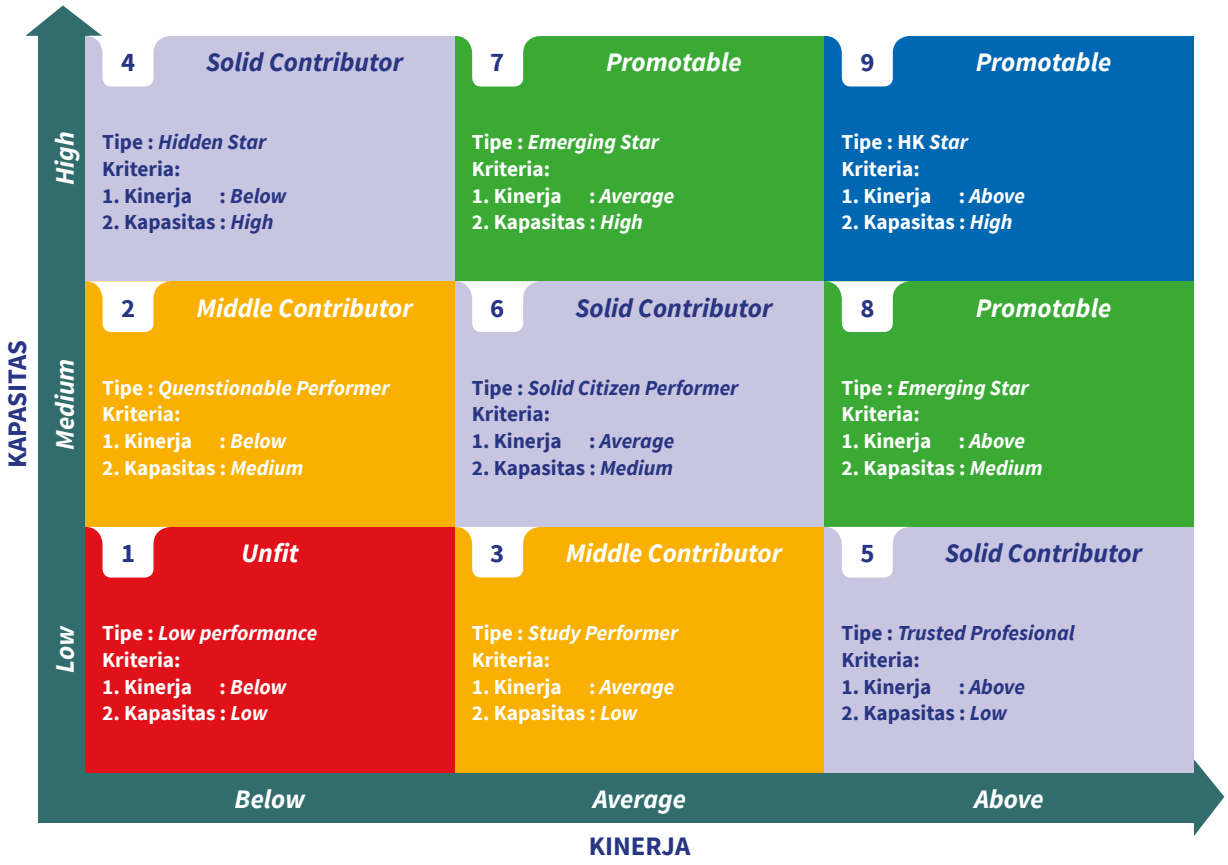
Seluruh karyawan (100%) Hutama Karya telah menerima penilaian kinerja melalui laporan hasil klasifikasi Karyawan/*Employee Mapping* Tahun 2025 atas Kinerja 2024.

All employees (100%) of Hutama Karya have received performance appraisals through the Employee Mapping/Classification Report in 2025 for the 2024 performance period.

Keterangan Description	Satuan	2025		2024		2023	
		Pria	Wanita	Pria	Wanita	Pria	Wanita
EVP & Setingkat EVP & Equivalent	%	100%	100%	100%	100%	100%	100%
VP & Setingkat VP & Equivalent	%	100%	100%	100%	100%	100%	100%
Manajer & Setingkat Manager & Equivalent	%	100%	100%	100%	100%	100%	100%
Asisten Manajer & Setingkat Assistant Manager & Equivalent	%	100%	100%	100%	100%	100%	100%
Office/Staf Office/Staff	%	100%	100%	100%	100%	100%	100%
Personel Inti Proyek Core Project Personnel	%	100%	100%	100%	100%	100%	100%

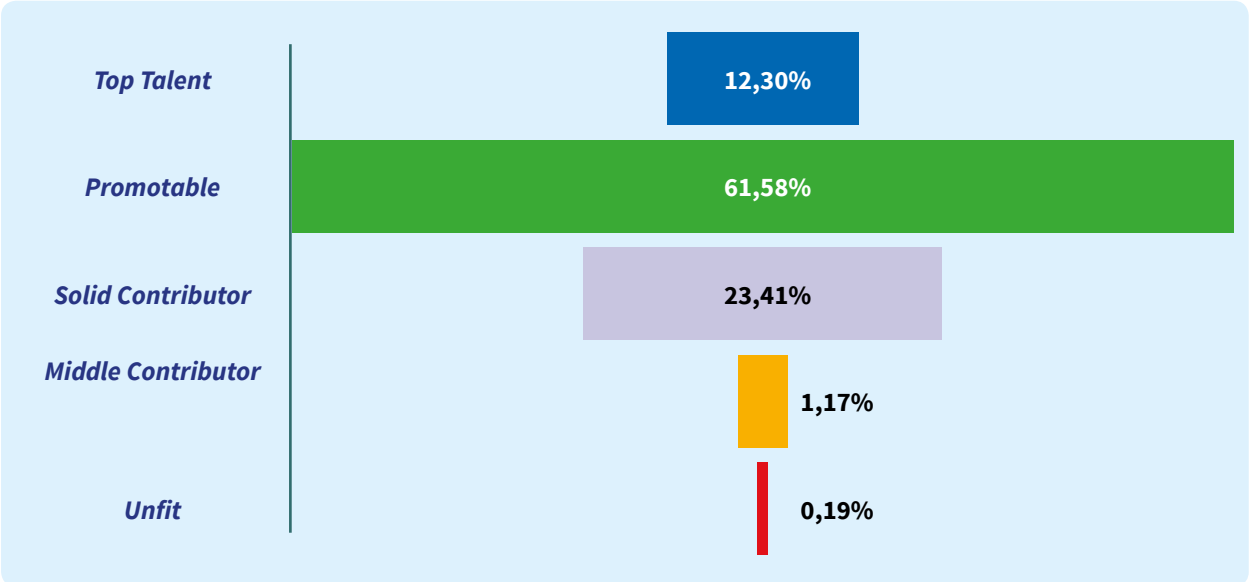
Hasil penilaian tersebut akan mengelompokkan setiap karyawan ke dalam 9 *Box Matrix-Talent* sebagai berikut:

The results of the assessment categorize each employee into the 9 Box Talent Matrix as follows:



Pada Tahun 2025, telah dilaksanakan *Employee Mapping* Tahun 2025 atas Kinerja 2024 dengan hasil sebagai berikut:

In 2025, the Employee Mapping for the 2024 performance period has been conducted with the following results:



PELIBATAN KARYAWAN

Hutama Karya secara rutin mengadakan survei untuk mengukur tingkat keterikatan karyawan (*employee engagement survey/ EES*) berdasarkan berbagai dimensi. Hasil survei ini menjadi acuan perusahaan dalam melakukan perbaikan berkelanjutan dalam manajemen SDM. Perseroan bekerja sama dengan pihak ketiga terakreditasi dalam pelaksanaan EES. Pelaksanaan survei dilakukan melalui *platform Employee Experience* (EMX) dengan tingkat partisipasi karyawan mencapai 96,06%.

EMPLOYEE ENGAGEMENT

Hutama Karya regularly conducts surveys to measure employee engagement levels through an Employee Engagement Survey (EES) based on various dimensions. The results of this survey serve as a reference for the Company in implementing continuous improvements in human resource management. The Company collaborates with an accredited third party in conducting the EES. The survey is conducted through the Employee Experience (EMX) platform, with an employee participation rate of 96.06%.

Dimensi yang Diukur
Measured Dimensions



Uraian Description	2025	2024	2023
Tingkat Keterikatan Karyawan Employee Engagement Level	82,42	81,67	80,19

Mekanisme pengukuran tingkat keterikatan karyawan dilaksanakan secara digital dan terintegrasi dimana survei dikirim secara otomatis kepada karyawan melalui *email blast* Bang Tama. Data yang diperoleh akan diolah secara *real-time* dan ditampilkan dalam *dashboard* berbasis web dengan cakupan analisis pada level organisasi, departemen, dan individu. Hasil pengukuran tersebut selanjutnya dianalisis dan dilaporkan oleh konsultan dan dikirimkan kepada Divisi Human Capital untuk kemudian didistribusikan ke unit kerja.

Berdasarkan hasil Survei Keterikatan Karyawan pada 2025, beberapa subdimensi yang tercatat menempati posisi tertinggi, di antaranya *task challenge, my competence, dan collaborative climate*.

The mechanism for measuring employee engagement levels is implemented through a digital and integrated system, whereby surveys are automatically distributed to employees via Bang Tama email blasts. The data obtained are processed in real time and presented in a web-based dashboard with analytical coverage at the organizational, departmental, and individual levels. The measurement results are subsequently analyzed and reported by consultants and submitted to the Human Capital Division function for further distribution to respective work units.

Based on the results of the 2025 Employee Engagement Survey, several sub-dimensions recorded the highest scores, including task challenge, my competence, and collaborative climate.

Kebebasan Berserikat [GRI 2-30]

Perseroan dan Serikat Karyawan telah membuat Perjanjian Kerja Bersama Periode Tahun 2026-2028 sesuai Peraturan Menteri Ketenagakerjaan RI Nomor 28 Tahun 2014 tentang Tata Cara Pembuatan dan Pengesahan Peraturan Perusahaan Serta Pembuatan dan Pendaftaran Perjanjian Kerja Bersama. Perundingan Perjanjian Kerja Bersama diwakili dari Pihak Perusahaan sebanyak 9 (sembilan) orang dan Pihak Serikat Karyawan PT Hutama Karya (Persero) sebanyak 9 (sembilan) orang. Perjanjian Kerja Bersama Periode Tahun 2026-2028 wajib dilaksanakan oleh Perseroan dan seluruh karyawan (100%) yang bekerja di Lingkungan Perseroan, dimana Perjanjian Kerja Bersama tersebut mengatur hak, kewajiban, dan persyaratan kerja yang harus dilaksanakan masing-masing Pihak.

Freedom of Association [GRI 2-30]

The Company and the Employees' Union have established a Collective Labor Agreement (CLA) for the 2026–2028 period in accordance with the Regulation of the Minister of Manpower of the Republic of Indonesia No. 28 of 2014 concerning Procedures for the Preparation and Ratification of Company Regulations and the Preparation and Registration of Collective Labor Agreements. The negotiation of the Collective Labor Agreement was represented by 9 (nine) representatives from the Company and 9 (nine) representatives from the Employees' Union of PT Hutama Karya (Persero). The 2026–2028 Collective Labor Agreement is mandatory for implementation by the Company and all employees (100%) working within the Company. The agreement governs the rights, obligations, and working conditions that must be fulfilled by each party.

Tenaga Kerja Anak dan Tenaga Kerja Paksa [OJK F.19]

Dalam menjalankan aktivitas bisnis, Perseroan menerapkan kebijakan tidak memberikan toleransi terhadap pekerja anak dan kerja paksa yang terintegrasi dalam kebijakan Sumber Daya Manusia. Kebijakan ini sejalan dengan standar internasional, di antaranya Konvensi ILO No : 138/1973 tentang Batas Usia Minimum untuk Bekerja (Minimum Age for Admission to Employment) dibuat pada tahun 1973 dan diratifikasi pada tahun 1999, Nomor 182 tentang Pelarangan dan Tindakan Segera Penghapusan Bentuk-Bentuk Pekerjaan Terburuk Untuk Anak, Nomor 29 tentang Penghapusan Kerja Paksa, dan Nomor 105 tentang Penghapusan Semua Bentuk Kerja Paksa, serta prinsip-prinsip panduan PBB tentang bisnis dan hak asasi manusia (UNGPs). Hal ini merupakan bentuk penghormatan dan kepatuhan Perseroan terhadap HAM seluruh karyawan.

Perseroan menetapkan bahwa standar rekrutmen bagi pekerja yaitu Sarjana (Strata-1). Kebijakan Perseroan mendukung pelarangan kerja paksa dan minimal jam kerja sesuai peraturan perundang-undangan telah ditetapkan dalam Perjanjian Kerja Bersama Perseroan.

Perseroan juga memiliki kebijakan untuk memastikan bahwa vendor/pemasok yang bekerja sama dengan Perseroan tidak terlibat dengan sistem kerja paksa dan memperkerjakan anak di bawah umur, hal tersebut dinyatakan dalam perjanjian kerja sama antara Perseroan dengan vendor/pemasok tidak diperbolehkan bertentangan dengan peraturan perundang-undangan.

Child Labor and Forced Labor [OJK F.19]

In conducting its business activities, the Company implements a zero-tolerance policy toward child labor and forced labor, which is integrated into its Human Resources policies. This policy is aligned with international standards, including ILO Convention No. 138 concerning the Minimum Age for Admission to Employment, adopted in 1973 and ratified in 1999; ILO Convention No. 182 concerning the Prohibition and Immediate Action for the Elimination of the Worst Forms of Child Labour; ILO Convention No. 29 concerning the Elimination of Forced Labour; and ILO Convention No. 105 concerning the Abolition of All Forms of Forced Labour, as well as the United Nations Guiding Principles on Business and Human Rights. This reflects the Company's commitment to respecting and complying with human rights for all employees.

The Company stipulates that the minimum recruitment qualification for employees is a Bachelor's degree (Undergraduate/Strata-1). The Company's policy supports the prohibition of forced labor and ensures that working hours comply with applicable laws and regulations, as stipulated in the Company's Collective Labor Agreement.

The Company also has policies to ensure that vendors/suppliers engaged with the Company are not involved in forced labor practices or the employment of underage workers. This is explicitly stated in the cooperation agreements between the Company and its vendors/suppliers, which must not contravene prevailing laws and regulations.

Kebijakan Cuti Melahirkan dan Perjalanan Ibadah Haji [GRI 401-3]

Hutama Karya menyediakan hak cuti melahirkan kepada karyawan perempuan maupun cuti kelahiran anak bagi karyawan laki-laki. Karyawan perempuan berhak mendapatkan cuti melahirkan selama tiga bulan kalender dan karyawan laki-laki berhak mendapatkan cuti kelahiran anak selama 2 hari kerja.

Maternity Leave and Hajj Pilgrimage Leave Policy [GRI 401-3]

Hutama Karya provides maternity leave entitlements for female employees as well as paternity leave for male employees. Female employees are entitled to maternity leave for a period of three calendar months, while male employees are entitled to paternity leave for a period of 2 working days.

Tabel Cuti Melahirkan
Table of Maternity Leave

Uraian Description	2025		2024		2023	
	Wanita Female	Pria Male	Wanita Female	Pria Male	Wanita Female	Pria Male
Jumlah karyawan yang berhak cuti Number of employees entitled to leave	200	559	170	484	155	433
Jumlah karyawan yang mengambil hak cuti Number of employees who took leave	23	62	9	20	6	15
Jumlah karyawan yang kembali bekerja setelah cuti Number of employees who returned to work after leave	22	62	9	20	6	15
Jumlah karyawan yang tetap bekerja hingga 12 bulan setelah mengambil cuti Number of employees who remained employed 12 months after taking leave	23	62	9	20	6	15
Return to work rate	96%	100%	100%	100%	100%	100%
Retention rate	100%	100%	100%	100%	100%	100%

Upah Minimum Regional [OJK F.20, GRI 401-2]

Dalam memberikan penghargaan dan kompensasi, kesetaraan menjadi prinsip utama yang diwujudkan melalui penilaian yang adil dan transparan. Dengan adanya transparansi, Hutama Karya memastikan bahwa setiap orang berhak atas upah, tunjangan, dan penghargaan sesuai dengan tingkat kontribusinya. Remunerasi dan upah pokok karyawan tidak didasarkan pada jenis kelamin, melainkan berdasarkan pada jenjang jabatan dan struktur upah perusahaan. Pada tahun pelaporan, rasio minimum upah pokok karyawan Hutama Karya terhadap upah minimum adalah 1:1.

Regional Minimum Wage [OJK F.20, GRI 401-2]

In providing rewards and compensation, equality is a fundamental principle implemented through fair and transparent assessments. Through such transparency, Hutama Karya ensures that every individual is entitled to wages, benefits, and rewards in accordance with their level of contribution. Employee remuneration and base salary are not determined based on gender, but rather on job grade and the Company's salary structure. During the reporting year, the ratio of the Company's minimum base salary to the minimum wage was 1:1.

Unit Usaha Unit Business	**Provinsi/ Daerah** Province/Region	**Upah Minimum Provinsi (Rp)** Provincial Minimum Wage (IDR)	**Imbal Jasa Karyawan Tetap Tingkat Terendah (Rp)** Lowest Permanent Employee Base Compensation (IDR)	**Persentase** Percentage **(%)**	**Rasio Gaji Pokok Perempuan Dibandingkan Laki-Laki** Female-to-Male Base Salary Ratio
Kantor Office	DKI Jakarta DKI Jakarta	Rp 5.729.876 IDR5,729,876	Rp 6.000.000 IDR6,000,000	104,71%	1:1
Cabang Branch	DKI Jakarta DKI Jakarta	Rp 5.729.876 IDR5,729,876	Rp 6.400.000 IDR6,400,000	111,70%	1:1
Proyek Project	DKI Jakarta DKI Jakarta	Rp 5.729.876 IDR5,729,876	Rp 7.000.000 IDR7,000,000	122,17%	1:1
Proyek Project	Jawa Barat West Java	Rp 2.317.601 IDR2,317,601	Rp 6.500.000 IDR6,500,000	280,46%	1:1
Proyek Project	Jawa Tengah Central Java	Rp 2.327.386 IDR2,327,386	Rp 7.829.000 IDR7,829,000	336,39%	1:1
Proyek Project	Jawa Timur East Java	Rp 2.446.880 IDR2,446,880	Rp 9.948.000 IDR9,948,000	406,56%	1:1
Proyek Project	Banten Banten	Rp 3.100.881 IDR3,100,881	Rp 8.950.000 IDR8,950,000	288,63%	1:1
Proyek Project	Yogyakarta Special Region of Yogyakarta	Rp 2.417.495 IDR2,417,495	Rp 21.821.112 IDR21,821,112	902,63%	1:1
Proyek Project	Bali Bali	Rp 3.207.459 IDR3,207,459	Rp 7.100.000 IDR7,100,000	221,36%	1:1
Cabang Branch	NAD Aceh Aceh	Rp 3.685.516 IDR3,685,516	Rp 16.121.323 IDR16,121,323	437,41%	1:1
Proyek Project	NAD Aceh Aceh	Rp 3.685.516 IDR3,685,516	Rp 7.474.500 IDR7,474,500	202,80%	1:1
Ruas Section	NAD Aceh Aceh	Rp 3.685.516 IDR3,685,516	Rp 10.438.000 IDR10,438,000	283,21%	1:1
Cabang Branch	Sumatra Utara North Sumatra	Rp 3.228.949 IDR3,228,949	Rp 6.450.000 IDR6,450,000	199,76%	1:1
Proyek Project	Sumatra Utara North Sumatra	Rp 3.228.949 IDR3,228,949	Rp 7.170.000 IDR7,170,000	222,05%	1:1
Ruas Section	Sumatra Utara North Sumatra	Rp 3.228.949 IDR3,228,949	Rp 18.550.410 IDR18,550,410	574,50%	1:1
Cabang Branch	Sumatra Barat West Sumatra	Rp 3.182.955 IDR3,182,955	Rp 6.750.000 IDR6,750,000	212,07%	1:1
Proyek Project	Sumatra Barat West Sumatra	Rp 3.182.955 IDR3,182,955	Rp 11.325.000 IDR11,325,000	355,80%	1:1
Ruas Section	Sumatra Barat West Sumatra	Rp 3.182.955 IDR3,182,955	Rp 7.135.000 IDR7,135,000	225,73%	1:1
Cabang Branch	Sumatra Selatan South Sumatra	Rp 3.942.963 IDR3,942,963	Rp 6.935.000 IDR6,935,000	175,88%	1:1

Unit Usaha Unit Business	**Provinsi/ Daerah** Province/Region	**Upah Minimum Provinsi (Rp)** Provincial Minimum Wage (IDR)	**Imbal Jasa Karyawan Tetap Tingkat Terendah (Rp)** Lowest Permanent Employee Base Compensation (IDR)	**Persentase** Percentage **(%)**	**Rasio Gaji Pokok Perempuan Dibandingkan Laki-Laki** Female-to-Male Base Salary Ratio
Proyek Project	Sumatra Selatan South Sumatra	Rp 3.942.963 IDR3,942,963	Rp 10.050.000 IDR10,050,000	254,88%	1:1
Ruas Section	Sumatra Selatan South Sumatra	Rp 3.942.963 IDR3,942,963	Rp 7.400.000 IDR7,400,000	187,68%	1:1
Cabang Branch	Riau Riau	Rp 3.780.495 IDR3,780,495	Rp 6.850.000 IDR6,850,000	181,19%	1:1
Proyek Project	Riau Riau	Rp 3.780.495 IDR3,780,495	Rp 7.400.000 IDR7,400,000	195,74%	1:1
Ruas Section	Riau Riau	Rp 3.780.495 IDR3,780,495	Rp 12.519.490 IDR12,519,490	331,16%	1:1
Cabang Branch	Bengkulu Bengkulu	Rp 2.827.251 IDR2,827,251	Rp 15.744.490 IDR15,744,490	556,88%	1:1
Proyek Project	Bengkulu Bengkulu	Rp 2.827.251 IDR2,827,251	Rp 7.400.000 IDR7,400,000	261,74%	1:1
Cabang Branch	Jambi Jambi	Rp 3.471.497 IDR3,471,497	Rp 7.829.000 IDR7,829,000	225,52%	1:1
Proyek Project	Jambi Jambi	Rp 3.471.497 IDR3,471,497	Rp 9.948.000 IDR9,948,000	286,56%	1:1
Ruas Section	Jambi Jambi	Rp 3.471.497 IDR3,471,497	Rp 7.300.000 IDR7,300,000	210,28%	1:1
Cabang Branch	Lampung Lampung	Rp 3.047.734 IDR3,047,734	Rp 7.829.000 IDR7,829,000	256,88%	1:1
Proyek Project	Lampung Lampung	Rp 3.047.734 IDR3,047,734	Rp 28.702.370 IDR28,702,370	941,76%	1:1
Proyek Project	Sulawesi Utara North Sulawesi	Rp 4.002.630 IDR4,002,630	Rp 7.829.000 IDR7,829,000	195,60%	1:1
Proyek Project	Nusa Tenggara Barat West Nusa Tenggara	Rp 2.573.861 IDR2,573,861	Rp 6.310.000 IDR6,310,000	235,99%	1:1
Proyek Project	Nusa Tenggara Timur East Nusa Tenggara	Rp 2.455.898 IDR2,455,898	Rp 14.346.976 IDR14,346,976	584,18%	1:1
Proyek Project	Kalimantan Selatan South Kalimantan	Rp 3.725.000 IDR3,725,000	Rp 7.903.000 IDR7,903,000	212,16%	1:1
Proyek Project	Kalimantan Timur East Kalimantan	Rp 3.762.431 IDR3,762,431	Rp 6.500.000 IDR6,500,000	172,76%	1:1
Proyek Project	Gorontalo Gorontalo	Rp 3.405.144 IDR3,405,144	Rp 9.948.000 IDR9,948,000	292,15%	1:1
Proyek Project	Maluku Maluku	Rp 3.334.490 IDR3,334,490	Rp 16.371.296 IDR16,371,296	490,97%	1:1
Proyek Project	Maluku Utara North Maluku	Rp 3.408.000 IDR3,408,000	Rp 7.400.000 IDR7,400,000	217,14%	1:1
Proyek Project	Papua Papua	Rp 4.436.283 IDR4,436,283	Rp 7.829.000 IDR7,829,000	176,48%	1:1
Proyek Project	Papua Barat Daya Southwest Papua	Rp 3.766.000 IDR3,766,000	Rp 15.391.490 IDR15,391,490	408,70%	1:1
Proyek Project	Papua Pegunungan Highland Papua	Rp 4.285.847 IDR4,285,847	Rp 10.790.000 IDR10,790,000	251,76%	1:1
Proyek Project	Papua Selatan South Papua	Rp 4.508.100 IDR4,508,100	Rp 9.386.000 IDR9,386,000	208,20%	1:1

Guna meningkatkan kesejahteraan dan menghargai dedikasi karyawan terhadap Perseroan, Hutama Karya memberikan upah, remunerasi, dan berbagai tunjangan yang diterima oleh karyawan baik karyawan tetap dan kontrak di seluruh lokasi operasional Perseroan dengan rincian sebagai berikut.

In order to improve employee welfare and recognize employees' dedication to the Company, Hutama Karya provides wages, remuneration, and various allowances for both permanent and contract employees across all operational locations of the Company, with details as follows.

Bentuk Manfaat **Type of Benefits**	**Karyawan Tetap** Permanent Employees	**Karyawan Kontrak** Contract Employees
Asuransi Jiwa Life Insurance	V	V
Asuransi Kesehatan Health Insurance	V	V
Tanggugan Kecacatan dan ketidakmampuan Disability and Incapacity Coverage	V	V
Jaminan Kehilangan Pekerjaan Unemployment Insurance	V	V
Cuti Leave Entitlements	V	V
Persiapan Pensiun Retirement Preparation	V	-
Biaya Training dan Sertifikasi Training and Certification Costs	V	V
Program Pemeriksaan Kesehatan tahunan (MCU) Annual Medical Check-Up (MCU) Program	V	V
Bantuan Makan siang berupa Natura Lunch Allowance in the Form of In-Kind Benefits	V	V
Biasiswa Pendidikan Lanjutan Higher Education Scholarship Support	V	

Keterangan:
*Training dan sertifikasi yang diikuti sesuai dengan bidang pekerjaan karyawan

Notes:
*Training and certification programs undertaken are in accordance with the employee's respective job field

Lingkungan Bekerja yang Layak dan Aman
[OJK F.21]

Perseroan secara berkelanjutan berupaya menciptakan lingkungan kerja yang aman, sehat, inklusif, dan berkelanjutan bagi seluruh karyawan. Upaya ini merupakan wujud tanggung jawab sosial Perseroan dalam meningkatkan kesejahteraan tenaga kerja sekaligus mendukung produktivitas jangka panjang. Dalam mendukung aspek Sosial Perseroan menyediakan fasilitas kesehatan yang dapat diakses oleh seluruh karyawan melalui klinik perseroan yang dilengkapi dengan layanan dokter umum dan dokter gigi. Selain itu, Perseroan juga memberikan perlindungan kesehatan melalui program asuransi kesehatan sebagai bentuk jaminan kesejahteraan karyawan dan keluarganya.

Perseroan turut memperhatikan kebutuhan karyawan perempuan dan keluarga dengan menyediakan fasilitas ruang menyusui yang aman, nyaman, dan memenuhi standar kesehatan. Sebagai bagian dari upaya menciptakan lingkungan kerja yang ramah keluarga. Perseroan juga menyediakan fasilitas *daycare* bagi karyawan untuk menitipkan anak selama jam kerja. Fasilitas ini diharapkan dapat membantu karyawan menjaga keseimbangan antara kehidupan kerja dan keluarga, sekaligus meningkatkan fokus dan produktivitas kerja. Dalam aspek Kesehatan dan Keselamatan Kerja (K3), Perseroan memastikan tersedianya sistem

Safe and Decent Working Environment
[OJK F.21]

The Company continuously strives to create a safe, healthy, inclusive, and sustainable working environment for all employees. These efforts reflect the Company's social responsibility to improve employee welfare while supporting long-term productivity. In supporting the social aspect, the Company provides healthcare facilities accessible to all employees through its in-house clinic, which is equipped with general practitioners and dental services. In addition, the Company provides health protection through health insurance programs as a form of employee and family welfare assurance.

The Company also pays attention to the needs of female employees and families by providing breastfeeding rooms that are safe, comfortable, and compliant with health standards. As part of its family-friendly workplace initiatives, the Company provides daycare facilities for employees to leave their children during working hours. These facilities are expected to help employees maintain work–life balance while improving focus and productivity. In terms of Occupational Health and Safety (OHS), the Company ensures the availability of adequate safety and emergency preparedness systems, including fire extinguishers (APAR), smoke detection

keselamatan dan kesiapsiagaan darurat yang memadai, termasuk penyediaan Alat Pemadam Api Ringan (APAR), sistem deteksi asap, serta penerapan standar keselamatan gedung berbasis konsep *green building*. Penerapan konsep bangunan ramah lingkungan ini juga mencerminkan komitmen Perseroan terhadap aspek *Environmental*, khususnya dalam pengelolaan lingkungan kerja yang efisien dan berkelanjutan.

Selain itu, Perseroan menyediakan fasilitas tempat ibadah yang layak bagi karyawan sebagai bentuk penghormatan terhadap keberagaman dan pemenuhan kebutuhan spiritual di lingkungan kerja. Seluruh fasilitas tersebut dikelola secara berkelanjutan dan dievaluasi secara berkala guna memastikan kepatuhan terhadap regulasi yang berlaku serta penerapan tata kelola perusahaan yang baik. Melalui penyediaan fasilitas yang komprehensif, perseroan berkomitmen untuk menciptakan lingkungan kerja yang aman, inklusif, dan berkelanjutan sebagai fondasi dalam mendukung kinerja operasional serta pertumbuhan usaha yang bertanggung jawab.

Code of Conduct mengatur penerapan prinsip *Quality, Health, Safety, Security & Environment* (QHSSE) serta *Road Traffic Safety* (RTS) sebagai pedoman bagi seluruh insan Perusahaan. Melalui pedoman ini, setiap individu bertanggung jawab menjaga aspek keselamatan, kesehatan, keamanan, dan lingkungan kerja, serta mengutamakan langkah pencegahan risiko dalam setiap aktivitas guna mewujudkan lingkungan kerja yang aman dan berkelanjutan.

Keselamatan Kerja

KEBIJAKAN DAN IMPLEMENTASI [GRI 403-1, 403-2, 403-4, 403-7, 403-8]

Hutama Karya menyelenggarakan pengelolaan Keselamatan dan Kesehatan Kerja (K3) dengan mengacu pada ketentuan peraturan perundang-undangan yang berlaku, yaitu melalui penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) sebagaimana diatur dalam Peraturan Pemerintah Nomor 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja, serta standar internasional ISO 45001:2018 mengenai Sistem Manajemen Keselamatan dan Kesehatan Kerja yang berbasis pada siklus *Plan, Do, Check, Act* (PDCA). Selain itu, dalam upaya menciptakan lingkungan kerja yang sehat, Perseroan juga mengimplementasikan *Quality, Health, Safety, Security, and Environmental Management System* (QHSSEMS) di sektor konstruksi, kebijakan *Respectful Workplace*, serta *Road Traffic Safety Management System* (RTSMS) yang mengacu pada standar ISO 39001:2012. Penerapan K3 tersebut mencakup seluruh karyawan tanpa terkecuali (100%), termasuk pekerja dari pihak kontraktor maupun vendor yang beroperasi di lingkungan kerja Perseroan.

Perseroan telah menyusun sebuah manual yang mengatur tentang Keselamatan, Kesehatan Kerja, dan Lingkungan (K3L). Pedoman tersebut diberlakukan bagi seluruh (100%) entitas bisnis, karyawan, mitra usaha, kontraktor, pengunjung, serta para pemangku kepentingan lainnya. Penyusunan panduan ini dimaksudkan untuk mewujudkan lingkungan kerja yang aman dan sehat, sekaligus mencegah terjadinya kecelakaan kerja, penyakit

systems, and the implementation of building safety standards based on green building concepts. The application of environmentally friendly building concepts also reflects the Company's commitment to environmental aspects, particularly in managing an efficient and sustainable working environment.

In addition, the Company provides proper prayer facilities for employees as a form of respect for diversity and fulfillment of spiritual needs in the workplace. All facilities are managed sustainably and reviewed periodically to ensure compliance with applicable regulations and the implementation of good corporate governance. Through the provision of comprehensive facilities, the Company is committed to creating a safe, inclusive, and sustainable working environment as a foundation for supporting operational performance and responsible business growth.

The Code of Conduct governs the implementation of the Quality, Health, Safety, Security & Environment (QHSSE) and Road Traffic Safety (RTS) principles as guidelines for all Company personnel. Through this guideline, each individual is responsible for maintaining occupational safety, health, security, and environmental aspects, while prioritizing risk prevention measures in every activity to establish a safe and sustainable working environment.

Occupational Safety

POLICY AND IMPLEMENTATION [GRI 403-1, 403-2, 403-4, 403-7, 403-8]

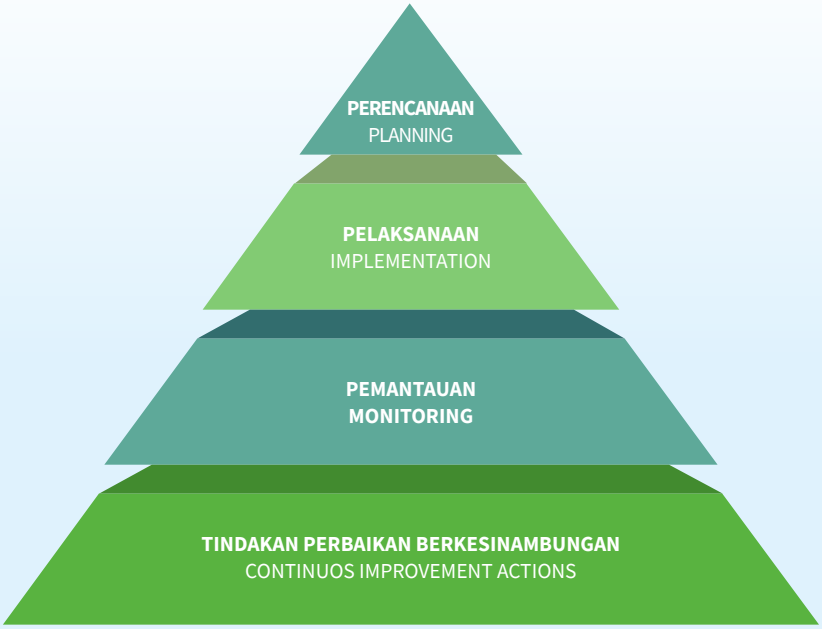
Hutama Karya implements Occupational Health and Safety (OHS) management in accordance with applicable laws and regulations, through the implementation of the Occupational Health and Safety Management System (OHSMS/SMK3) as stipulated in Government Regulation No. 50 of 2012 concerning the Implementation of Occupational Health and Safety Management Systems, as well as the international standard ISO 45001:2018 on Occupational Health and Safety Management Systems based on the Plan–Do–Check–Act (PDCA) cycle. In addition, in efforts to create a healthy working environment, the Company also implements the Quality, Health, Safety, Security, and Environmental Management System (QHSSEMS) in the construction sector, the Respectful Workplace policy, and the Road Traffic Safety Management System (RTSMS) which refers to ISO 39001:2012. The implementation of OHS covers all employees without exception (100%), including workers from contractors and vendors operating within the Company's working environment.

The Company has developed a manual governing Occupational Health, Safety, and Environment (OHSE). This guideline applies to all (100%) business entities, employees, business partners, contractors, visitors, and other stakeholders. The preparation of this guideline aims to create a safe and healthy working environment, prevent workplace accidents, occupational diseases, and other hazardous incidents, as well as foster a sense of responsibility

akibat kerja, maupun insiden berbahaya lainnya, serta mendorong terciptanya rasa tanggung jawab dari seluruh pihak terhadap aspek keselamatan dan kesehatan kerja.

among all parties regarding occupational safety and health aspects.

Sistem Manajemen K3L
OHS&E Management System



Dalam rangka memastikan implementasi SMK3 dan Manual K3L berjalan secara efektif, Perseroan membentuk Divisi QHSSE yang didukung oleh personel QHSSE baik di Kantor Pusat maupun pada setiap Divisi Operasi dan Proyek. Selain itu, di setiap proyek dan Divisi Operasi juga dibentuk Panitia Pembina K3 (P2K3) yang berperan sebagai penghubung antara manajemen dan pekerja dalam mendorong kerja sama serta partisipasi yang efektif dalam penerapan K3. P2K3 secara berkala minimal satu bulan sekali menyelenggarakan pertemuan untuk membahas kinerja K3, insiden kecelakaan kerja, tindak lanjut perbaikan, serta berbagai temuan di lapangan. Perseroan juga melaksanakan evaluasi melalui audit internal dan eksternal secara rutin guna memastikan bahwa sistem K3 yang diterapkan tetap selaras dengan standar terbaru.

To ensure that the implementation of SMK3 and the OHSE Manual runs effectively, the Company has established the QHSSE Division, supported by QHSSE personnel at both the Head Office and within each Operational Division and Project. In addition, each project and Operational Division has also established the Occupational Health and Safety Committee (P2K3), which serves as a liaison between management and workers in promoting effective collaboration and participation in the implementation of OHS. The Occupational Health and Safety Committee (P2K3) convenes meetings on a regular basis, at least once every month, to discuss OHS performance, workplace accident incidents, corrective action follow-ups, and various findings identified in the field. The Company also conducts regular internal and external audits to ensure that the implemented OHS system remains aligned with the latest standards.

Perseroan juga melakukan evaluasi melalui audit internal dan eksternal secara rutin untuk memastikan sistem K3 Hutama Karya sesuai dengan standar terkini. Sejak tahun 2019, Perseroan telah memperoleh sertifikasi ISO 45001:2018 mengenai Sistem Manajemen K3, dan hingga tahun 2025, Perseroan berhasil mempertahankan sertifikasi tersebut melalui proses audit resertifikasi oleh PT SGS Indonesia.

The Company has also carried out regular internal and external audits to ensure that Hutama Karya's OHS system complies with the latest standards. Since 2019, the Company has obtained ISO 45001:2018 certification on Occupational Health and Safety Management Systems, and up to 2025, the Company has successfully maintained this certification through a re-certification audit conducted by PT SGS Indonesia.

Sejalan dengan penerapan K3L di lingkup perusahaan, Perseroan juga menerapkan K3L kepada pekerja yang bekerja di lokasi operasi Perseroan melalui *Contractor Safety Management System* (CSMS). CSMS berguna untuk memastikan kepatuhan kontraktor terhadap aspek keamanan dan keselamatan kerja. baik ketika proses penentuan kontraktor maupun setelah menjadi mitra bisnis.

In line with the implementation of OHSE at the Company level, Hutama Karya also applies OHSE management to workers operating at Company project sites through the Contractor Safety Management System (CSMS). CSMS is used to ensure contractor compliance with occupational health and safety aspects, both during the contractor selection process and after becoming a business partner.

Ketika suatu kontraktor telah terpilih sebagai mitra bisnis, Perseroan melibatkan partisipasi mereka untuk mematuhi dan melaksanakan SMK3 Hutama Karya. Kegiatan partisipasi ini dapat melalui rapat operasi, rapat koordinasi, serta kegiatan sharing seperti kegiatan sharing dalam Komunitas Praktisi Hutama Karya, Sub-forum Diskusi aktif efektif bareng QHSSE (KOPI DAEBAQ), dan *Share to Learn*. Kegiatan ini sebagai salah satu wadah bagi kontraktor maupun karyawan untuk menyampaikan pendapat, saran, dan masukan terkait K3.

Once a contractor has been selected as a business partner, the Company engages their participation to comply with and implement Hutama Karya's OHS Management System (SMK3). This participation is carried out through operational meetings, coordination meetings, and knowledge-sharing activities, including sessions within the Hutama Karya Community of Practice, the active and effective QHSSE discussion sub-forum (KOPI DAEBAQ), and Share to Learn initiatives. These activities serve as a platform for both contractors and employees to express opinions, suggestions, and feedback related to occupational health and safety (OHS).

Seluruh (100%) karyawan dan pekerja yang bukan karyawan tercakup dalam sistem manajemen K3 Perseroan, termasuk yang diaudit secara internal maupun oleh pihak eksternal.

All employees (100%) and non-employee workers are covered under the Company's OHS management system, including those subject to both internal and external audits.

Dalam pelaksanaan aktivitas operasional Hutama Karya, baik pada tingkat Divisi maupun Proyek, seluruh proses kerja telah melalui tahapan identifikasi bahaya dan penilaian risiko serta peluang (Identifikasi Bahaya, Penilaian Risiko, dan Penentuan Pengendalian/IBPRP). Hasil IBPRP tersebut menjadi dasar dalam penyusunan QHSSE *Plan* pada masing-masing Divisi dan Proyek, yang bertujuan untuk mengendalikan dan memitigasi risiko K3 serta memastikan seluruh aktivitas pekerjaan dilaksanakan secara aman dan terkendali. Sebagai bagian dari pengendalian operasional, Perseroan menerapkan sistem *Work Permit* dan *Contractor Safety Analysis* (CSA) untuk memastikan bahwa setiap pekerjaan, khususnya pekerjaan berisiko tinggi, telah melalui proses evaluasi keselamatan sebelum dilaksanakan. Penerapan mekanisme ini berlaku secara konsisten di seluruh Divisi dan Proyek guna mewujudkan lingkungan kerja yang aman, sehat, dan bebas dari potensi bahaya.

In Hutama Karya's operational activities, both at the Division and Project levels, all work processes have undergone Hazard Identification, Risk Assessment, and Risk Control (HIRARC/IBPRP). The results of the IBPRP serve as the basis for preparing the QHSSE Plan for each Division and Project, which aims to control and mitigate occupational health and safety (OHS) risks and ensure that all work activities are carried out safely and under control. As part of operational control, the Company implements a Work Permit system and Contractor Safety Analysis (CSA) to ensure that every task, particularly high-risk work, has undergone a safety evaluation process prior to execution. This mechanism is consistently applied across all Divisions and Projects to create a safe, healthy, and hazard-free working environment.

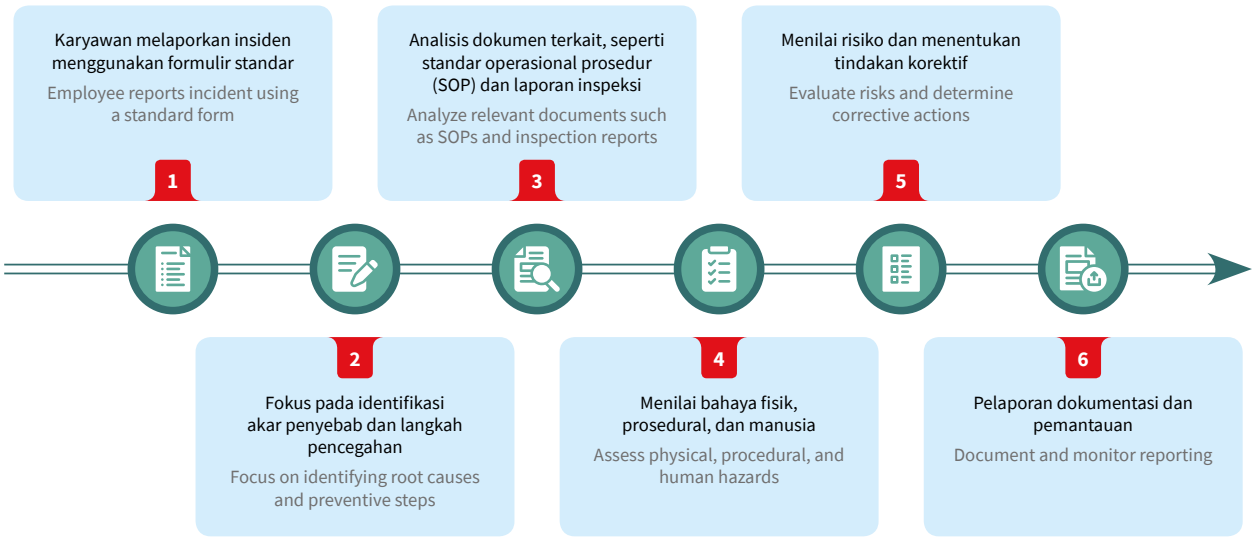
Dalam kegiatan operasional sehari-hari, pada kegiatan proyek secara aktif melaksanakan inspeksi dan observasi K3 untuk mengidentifikasi serta melaporkan *Unsafe Action* dan *Unsafe Condition* sebagai langkah pencegahan terjadinya bahaya maupun kecelakaan kerja. Seluruh temuan, laporan, dan tindak lanjut pengendalian tersebut telah terintegrasi dalam platform digital HK SHIELD, yang memungkinkan pelaporan secara cepat, akurat, dan realtime di seluruh wilayah operasional Perseroan. Hutama Karya telah menetapkan mekanisme yang memungkinkan karyawan maupun pekerja untuk melaporkan kondisi kerja yang berpotensi membahayakan keselamatan dan kesehatan, termasuk pelaporan kecelakaan kerja. Karyawan dapat menyampaikan laporan secara langsung kepada petugas di lapangan maupun melalui platform HK SHIELD yang beroperasi secara real-time. Perseroan juga memiliki prosedur khusus yang mengatur tata cara investigasi kecelakaan kerja serta prosedur penanganan keadaan darurat. Perseroan menjamin bahwa seluruh pekerja dapat melaporkan bahaya, insiden, maupun kondisi tidak aman tanpa adanya risiko pembalasan dalam bentuk apa pun.

In daily operations, project activities actively conduct OHS inspections and observations to identify and report Unsafe Actions and Unsafe Conditions as preventive measures against hazards and workplace accidents. All findings, reports, and follow-up actions are integrated into the HK SHIELD digital platform, enabling fast, accurate, and real-time reporting across all operational areas of the Company. Hutama Karya has established mechanisms that allow employees and workers to report potentially hazardous working conditions, including workplace accidents. Reports can be submitted directly to field officers or through the real-time HK SHIELD platform. The Company has specific procedures governing workplace accident investigations and emergency response handling. The Company ensures that all workers are able to report hazards, incidents, and unsafe conditions without fear of retaliation in any form.

Selain itu, Perseroan telah menetapkan prosedur khusus terkait investigasi kecelakaan kerja dan prosedur tanggap darurat yang diterapkan secara menyeluruh di tingkat Divisi dan Proyek. Prosedur tersebut bertujuan untuk memastikan penanganan kejadian dilakukan secara cepat, tepat, dan sistematis, serta sebagai bagian dari upaya perbaikan berkelanjutan dalam penerapan sistem manajemen K3.

Furthermore, the Company has established dedicated procedures for accident investigation and emergency response, implemented comprehensively at both Division and Project levels. These procedures aim to ensure that incident handling is carried out quickly, accurately, and systematically, as well as to support continuous improvement in the implementation of the OHS management system.

Langkah-Langkah Investigasi Kecelakaan Kerja
Steps for Investigating Work Accidents



Setiap potensi bahaya dikelola oleh masing-masing Divisi Operasi dan Unit Kerja seta melakukan mitigasi sesuai dengan potensi bahaya yang ditemukan. Divisi QHSSE berperan untuk memantau sistem QHSSE Hutama Karya berjalan dengan baik.

Dalam rangka mengidentifikasi serta meminimalkan potensi risiko operasional, Perseroan melaksanakan pengelolaan risiko secara berkelanjutan melalui proses identifikasi bahaya, penilaian tingkat risiko, serta penetapan langkah-langkah pengendalian K3 secara rutin. Perseroan juga melakukan inspeksi berkala di lokasi proyek, khususnya pada proyek yang masih dalam tahap pembangunan. Kegiatan inspeksi tersebut meliputi penilaian terhadap berbagai potensi bahaya, baik yang bersifat fisik, kimia, biologis, maupun ergonomis di lingkungan kerja. Selain itu, Perseroan menyediakan peta risiko yang menggambarkan area-area berbahaya, seperti zona dengan potensi risiko jatuh atau paparan bahan kimia, serta memasang rambu-rambu pada lokasi kerja dengan tingkat risiko tinggi. Di samping itu, Perseroan juga menyediakan alat pelindung diri (APD) bagi karyawan guna memastikan pekerjaan dapat dilaksanakan secara aman.

INSIDEN [GRI 403-9, 403-10, IF-EN-250a.1, IF-EN-250a.2, IF-EN-320a.1]

Untuk mengurangi prevalensi kecelakaan, Perseroan memantau dengan cermat insiden yang melibatkan karyawan dan kontraktor pihak ketiga yang bekerja di lokasi operasi Perseroan. Perseroan mengklasifikasikan kecelakaan kerja menjadi tiga kelompok, yaitu *first aid, medical treatment, dan fatality*. Setiap kelompok kecelakaan memiliki penjelasan dan batasan. Melalui berbagai program preventif dan proaktif, Hutama Karya berhasil TRIR menjadi sebesar 0,002 menurun dibandingkan 2024 yang sebesar 0,015. Namun, terdapat 29 kasus first aid dan 16 kasus medical treatment. Selain itu, tidak ditemukan kasus penyakit akibat kerja sepanjang tahun 2025. Perseroan percaya kinerja positif ini merupakan hasil dari perbaikan berkelanjutan dan kolaborasi antara perusahaan, karyawan, dan pekerja.

Each potential hazard is managed by the respective Operational Division and Work Unit, which also carry out mitigation measures in accordance with the identified risks. The QHSSE Division is responsible for monitoring and ensuring that Hutama Karya's QHSSE system is properly implemented and functioning effectively.

In order to identify and minimize potential operational risks, the Company implements continuous risk management through regular hazard identification, risk assessment, and the establishment of occupational health and safety (OHS) control measures. The Company also conducts periodic inspections at project sites, particularly those still under construction. These inspections include assessments of various potential hazards, including physical, chemical, biological, and ergonomic risks in the workplace. In addition, the Company provides risk maps that identify hazardous areas, such as zones with fall hazards or chemical exposure risks, and installs warning signage in high-risk work locations. Furthermore, the Company provides personal protective equipment (PPE) to employees to ensure that work activities can be carried out safely.

INCIDENTS [GRI 403-9, 403-10, IF-EN-250a.1, IF-EN-250a.2, IF-EN-320a.1]

To reduce the prevalence of workplace accidents, the Company closely monitors incidents involving employees and third-party contractors working at its operational sites. The Company classifies workplace accidents into three categories: first aid, medical treatment, and fatality. Each category is subject to specific definitions and classification criteria. Through various preventive and proactive programs, Hutama Karya successfully reduced its Total Recordable Injury Rate (TRIR) to 0.002, compared to 0.015 in 2024. However, there were 29 first aid cases and 16 medical treatment cases recorded during the reporting year. In addition, no occupational disease cases were identified throughout 2025. The Company believes that this positive performance reflects the effectiveness of its continuous improvement efforts and the collaborative commitment of the Company, employees, and workers.

Untuk meminimalkan risiko kesehatan kerja, Perseroan menerapkan berbagai langkah pengendalian, antara lain penyediaan peta risiko, pemasangan rambu keselamatan pada area berisiko tinggi, serta penggunaan alat pelindung diri (APD) sesuai dengan potensi bahaya di lingkungan kerja.

Seluruh insiden dan kecelakaan kerja yang terjadi wajib dilaporkan dan dicatat dalam platform digital HK SHIELD, sehingga memungkinkan pemantauan, analisis, dan tindak lanjut secara terintegrasi dan realtime. Data yang terekam dalam sistem tersebut menjadi dasar bagi Perseroan dalam melakukan evaluasi kinerja K3 serta penyusunan langkah perbaikan dan pencegahan berkelanjutan. Dalam proses pemantauan tersebut, Perseroan mengklasifikasikan kecelakaan kerja ke dalam tiga kategori, yaitu *First Aid Case (FAC), Medical Treatment Case (MTC),* dan *Fatality Case (FC)*, untuk memastikan penanganan yang tepat serta pengendalian risiko yang lebih efektif sesuai tingkat keparahan kejadian.

FAC merupakan Kecelakaan kerja yang menyebabkan korban mendapatkan pertolongan pertama. MTC adalah kecelakaan kerja yang membutuhkan perawatan medis profesional (perawat atau dokter) karena cedera yang dialami. FC merupakan Kecelakaan kerja yang mengakibatkan kematian.

Sepanjang 2025, Hutama Karya juga tidak mengalami penambahan biaya dan kerugian finansial yang diakibatkan pengerjaan ulang dan tindakan hukum yang berkaitan dengan insiden kecelakaan di lokasi proyek.

Adapun total jam kerja selamat karyawan sebagai berikut.

To minimize occupational health risks, the Company implements various control measures, including the provision of risk maps, the installation of safety signage in high-risk areas, and the use of personal protective equipment (PPE) appropriate to the potential hazards present in the workplace.

All incidents and workplace accidents are required to be reported and recorded in the HK SHIELD digital platform, enabling integrated and real-time monitoring, analysis, and follow-up. The data recorded in the system serves as the basis for the Company in evaluating OHS performance as well as in developing continuous improvement and preventive measures. In this monitoring process, the Company classifies workplace accidents into three categories, namely First Aid Case (FAC), Medical Treatment Case (MTC), and Fatality Case (FC), and fatality, to ensure appropriate handling and more effective risk control in accordance with the severity of each incident.

FAC (First Aid Case) refers to a workplace accident in which the affected individual requires first aid treatment. MTC (Medical Treatment Case) refers to a workplace accident that requires professional medical treatment provided by a nurse or physician due to the injury sustained. FC (Fatality Case) refers to a workplace accident that results in death.

During 2025, Hutama Karya also did not incur any additional costs or financial losses resulting from rework or legal actions related to workplace accidents at project sites.

Adapun total jam kerja selamat karyawan sebagai berikut.

Tabel Jam Kerja Selamat
Table of Safe Working Hours

Keterangan Description	2025	2024	2023
Total Jam Kerja Karyawan Total Employee Working Hours	102.006.418	177.271.510	183.651.752

Data kecelakaan kerja yang dilaporkan mencakup seluruh pihak yang terlibat dalam aktivitas proyek, termasuk karyawan Perseroan, pekerja kontraktor, subkontraktor, maupun pihak lain yang berada dalam pengendalian operasional proyek selama periode pelaporan. Dengan demikian, cakupan data kecelakaan kerja tidak hanya terbatas pada karyawan organik Perseroan, tetapi mencerminkan keseluruhan tenaga kerja yang terlibat dalam kegiatan proyek Perseroan.

Data kecelakaan kerja yang dilaporkan mencakup seluruh pihak yang terlibat dalam aktivitas proyek, termasuk karyawan Perseroan, pekerja kontraktor, subkontraktor, maupun pihak lain yang berada dalam pengendalian operasional proyek selama periode pelaporan. Dengan demikian, cakupan data kecelakaan kerja tidak hanya terbatas pada karyawan organik Perseroan, tetapi mencerminkan keseluruhan tenaga kerja yang terlibat dalam kegiatan proyek Perseroan.

Tabel Jumlah Kecelakaan Kerja
Table of Work-Related Injuries

Kategori Category		2025	2024	2023
Nearmiss	Nearmiss	11	-	-
Lost Time Injury (LTI)	Lost Time Injury (LTI)	0	0	0
Ringan	Minor Injury	29	-	-
Sementara Tidak Mampu Bekerja	Temporary Incapacity to Work	0	-	-
Berat/Fatal	Serious/Fatal Injury	0	0	0

Keterangan:
Di tahun 2024 dan 2023, data terkait Nearmiss, Kecelakaan kerja ringan dan Sementara tidak mampu bekerja belum tersedia

Note:
In 2024 and 2023, data related to near misses, minor occupational accidents, and temporary incapacity to work were not available.

Tabel LTI Rate
Table of LTI Rate

Kategori Category	2025	2024	2023
Severity Rate	58,82	33,85	32,67
LTI Rate	0,01	0,00	0,01
Lost Time Injury Frequency Rate	0,010	0,00	0,00
Total Recordable Injury Rate	0,002	**0,015**	**0,011**

Kesehatan

KEBIJAKAN DAN IMPLEMENTASI [GRI 403-3, 403-6, 403-10]

Untuk menjaga kesehatan karyawan, Perseroan memastikan pelaksanaan pemeriksaan kesehatan sesuai dengan risiko kerja bagi seluruh karyawan. Dalam upaya mengidentifikasi dan mencegah potensi penyakit akibat kerja, Hutama Karya memberikan fasilitas medical check-up (MCU) setiap satu tahun sekali bagi seluruh karyawan baik yang bekerja di kantor pusat maupun di lokasi proyek. Hutama Karya memastikan bahwa informasi tentang kesehatan yang merupakan hak bagi setiap karyawan dijaga kerahasiaannya.

Perseroan mengadakan program peningkatan kesadaran terkait kesehatan melalui berbagai webinar. Beberapa topik yang pernah diangkat, antara lain HIV/ AIDS, penyalahgunaan NAPZA, dan kesehatan mental. Kami juga memiliki beberapa komunitas olahraga yang menunjang kebiasaan hidup sehat, di antaranya *HK Runners*, Badminton Hutama Karya, dan kegiatan olahraga bersama meditasi. Selain itu, guna menunjang inklusivitas di lokasi Hutama Karya, Perseroan menginisiasi komunitas olahraga yang dikhususkan bagi karyawan perempuan, yaitu Srikandi Hutama Karya dengan program poundfit, senam, dan yoga.

Di samping itu, kantor pusat HK Tower dilengkapi dengan fasilitas klinik dan fasilitas dokter umum. Secara khusus, di setiap lokasi proyek, Perseroan menyediakan paramedis dan bekerja sama dengan rumah sakit di sekitar lokasi proyek tersebut. Melalui berbagai program peningkatan kesehatan karyawan, Perseroan berharap mampu mencegah dan memitigasi dampak kesehatan dan keselamatan kerja serta memitigasi penyakit yang dapat muncul akibat kerja.

INSIDEN [GRI 403-10]

Bahaya kesehatan kerja yang berpotensi muncul pada kegiatan operasional Perseroan di antaranya paparan debu maupun paparan bahan kimia tertentu. Bahaya tersebut diidentifikasi melalui IBRP, nspeksi lapangan, pemantauan lingkungan kerja, dan pemeriksaan kesehatan berkala.

Untuk meminimalkan risiko kesehatan kerja, Perseroan menerapkan berbagai langkah pengendalian, antara lain penyediaan peta risiko, pemasangan rambu keselamatan pada area berisiko tinggi, serta penggunaan alat pelindung diri (APD) sesuai dengan potensi bahaya di lingkungan kerja.

Sampai dengan 31 Desember 2025, tidak terdapat kasus penyakit akibat kerja yang dilaporkan kepada Perseroan dan kasus kematian akibat kerja pada pegawai Perseroan, kontraktor, subkontraktor,

Health

POLICY AND IMPLEMENTATION [GRI 403-3, 403-6, 403-10]

To maintain employee health, the Company ensures the implementation of medical examinations in accordance with occupational risk levels for all employees. In an effort to identify and prevent potential occupational diseases, Hutama Karya provides annual medical check-ups (MCUs) for all employees, including those working at the head office and project sites. The Company also ensures that health-related information, which is a right of every employee, is kept confidential.

The Company conducts health awareness programs through various webinars. Topics covered include HIV/AIDS, drug abuse, and mental health. The Company also has several sports communities that promote healthy lifestyles, including HK Runners, Hutama Karya Badminton, and group exercise and meditation activities. In addition, to support inclusivity within Hutama Karya's workplace, the Company has established a women-focused sports community called Srikandi Hutama Karya, offering activities such as poundfit, aerobics, and yoga.

Furthermore, the HK Tower head office is equipped with a clinic and general practitioner services. At project sites, the Company provides paramedics and collaborates with nearby hospitals. Through various employee health improvement programs, the Company aims to prevent and mitigate occupational health and safety impacts, as well as reduce the risk of work-related illnesses.

INCIDENTS [GRI 403-10]

Occupational health hazards that may arise from the Company's operational activities include exposure to dust and certain chemical substances. These hazards are identified through Hazard Identification, Risk Assessment and Determining Control (IBRP), field inspections, workplace environmental monitoring, and periodic medical examinations.

To minimize occupational health risks, the Company implements various control measures, including the provision of risk maps, the installation of safety signage in high-risk areas, and the use of personal protective equipment (PPE) appropriate to the potential hazards present in the workplace.

As of December 31, 2025, there were no reported cases of occupational diseases or work-related fatalities involving the Company's employees, contractors, subcontractors, or business

dan mitra kerja. Tidak terdapat pekerja yang dikecualikan dari pengungkapan data penyakit akibat kerja.

Pelibatan Karyawan dan Protokol Komunikasi K3 [GRI 403-4, 403-5]

Pelibatan karyawan dan pekerja dalam penerapan dilakukan melalui pelatihan, termasuk sertifikasi untuk meningkatkan kompetensi. Sepanjang tahun 2025, Hutama Karya telah mengadakan pelatihan K3 dengan rincian sebagai berikut.

partners. No workers were excluded from the disclosure of occupational disease data.

Employee Engagement and OHS Communication Protocol [GRI 403-4, 403-5]

Employee and worker engagement in the implementation of Occupational Health and Safety (OHS) is carried out through training programs, including certification, aimed at improving competency. Throughout 2025, Hutama Karya conducted OHS training with the following details.

Nama Pelatihan Training Name		Jumlah Peserta Number of Participants
Ahli K3 Konstruksi	Construction OHS Expert	18
Ahli Keselamatan Konstruksi	Construction Safety Expert	12
Ahli Keselamatan Jalan	Road Safety Expert	2
Sertifikasi Investigasi Kecelakaan Kerja	Occupational Accident Investigation Certification	9
Petugas Pemadam Kebakaran Kelas C	Class C Firefighting Officer	11
Supervisi K3 *Scaffolding*	Scaffolding OHS Supervisor	10

Uraian Description	2025	2024	2023
Karyawan yang Tersertifikasi Certified Employees	68	63	30

Perseroan juga melakukan sharing knowledge yang dilaksanakan secara rutin untuk meningkatkan kesadaran akan pentingnya keselamatan diri. Sharing knowledge tersebut dilakukan melalui KOPI Daebaq (Komunitas Praktisi Diskusi Aktif Efektif Bareng QHSSE) dengan materi seputar QHSSE beberapa diantaranya terkait *lifting* dan *respectfull workplace*. Kegiatan ini menghadirkan narasumber internal maupun eksternal untuk *sharing* pengetahuan dan pengalaman di bidang QHSSE.

The Company also conducts regular knowledge sharing sessions to enhance awareness of the importance of personal safety. These sessions are carried out through KOPI Daebaq (Komunitas Praktisi Diskusi Aktif Efektif Bareng QHSSE), covering various QHSSE-related topics, including lifting and respectful workplace practices. The program features both internal and external speakers who share knowledge and experience in the field of QHSSE.

Aspek Masyarakat

Dampak Operasi Terhadap Masyarakat Sekitar [OJK F.23]

Pelaksanaan program TJSL berorientasi pada pencapaian TPB. Dalam mengidentifikasi isu-isu yang terjadi, Perseroan melibatkan masyarakat untuk memberikan pandangan sehingga program TJSL yang dilaksanakan tepat sasaran dan mampu menjadi solusi terhadap tantangan yang dihadapi masyarakat. Guna memberikan dampak secara maksimal kepada masyarakat, Perseroan melaksanakan agenda sebagai berikut:

1. Melaksanakan penilaian dan pemetaan sosial untuk mengetahui skala prioritas kebutuhan masyarakat dan penerima manfaat program. Pemetaan sosial menghasilkan gambaran kondisi masyarakat mulai dari kebiasaan, adat istiadat, nilai-nilai dan lainnya yang dapat digunakan sebagai dasar penentuan program yang tepat sasaran. Penilaian dilakukan melalui berbagai metode meliputi survei, wawancara, dan *Focus Group Discussion* (FGD).

Community Aspect

Impact of Operations on Surrounding Communities [OJK F.23]

The implementation of the Corporate Social and Environmental Responsibility (TJSL) program is oriented toward the achievement of the Sustainable Development Goals (SDGs). In identifying emerging issues, the Company engages communities to provide insights, ensuring that TJSL programs are accurately targeted and serve as solutions to community challenges. To maximize impact on society, the Company implements the following agenda:

1. Conducting social assessment and mapping to identify priority needs of communities and program beneficiaries. Social mapping provides an overview of community conditions, including habits, customs, values, and other socio-cultural aspects, which serve as the basis for designing targeted programs. The assessment is conducted through various methods, including surveys, interviews, and focus group discussions (FGD).

2. Meningkatkan partisipasi masyarakat untuk terlibat pada proses pelaksanaan program TJSL.
3. Menjalin kemitraan dengan para pemangku kepentingan internal dan eksternal dalam pelaksanaan program TJSL.
4. Mengevaluasi kinerja pelaksanaan program TJSL secara periodik untuk menilai efisiensi dan pencapaian program.
5. Melakukan audit dana TJSL bersamaan dengan audit laporan keuangan untuk meningkatkan akuntabilitas penggunaan dana. Di samping itu, unit kerja terkait juga menyusun laporan tahunan yang disampaikan kepada manajemen Perseroan.

Melalui program TJSL, Hutama Karya berupaya menciptakan hubungan simbiosis yang tidak hanya meningkatkan reputasi Perseroan, tetapi juga menghasilkan nilai bersama bagi Perseroan dan masyarakat yang terlibat. Upaya ini dilakukan melalui berbagai pilar, yakni sosial, ekonomi, lingkungan, hukum, dan tata kelola serta berfokus pada bidang prioritas, yaitu bidang pendidikan, lingkungan, dan pengembangan usaha mikro dan usaha kecil (UMK). Perseroan berdedikasi untuk memberikan dampak positif secara berkesinambungan. Dengan demikian, peran Perseroan sebagai warga korporasi yang bertanggung jawab pun makin kuat.

2. Enhancing community participation in the implementation of TJSL programs.
3. Establishing partnerships with internal and external stakeholders in the implementation of TJSL programs.
4. Periodically evaluating TJSL program performance to assess efficiency and achievement of program objectives.
5. Conducting audits of TJSL funds in conjunction with financial statement audits to enhance accountability in fund utilization. In addition, relevant units prepare annual reports submitted to Company management.

Through its TJSL programs, Hutama Karya seeks to create a symbiotic relationship that not only enhances the Company's reputation but also generates shared value for both the Company and the communities involved. This effort is carried out through various pillars, namely social, economic, environmental, legal, and governance, with a focus on priority areas such as education, environment, and micro and small enterprise (MSME) development. The Company is committed to delivering sustainable positive impacts. In this way, the Company's role as a responsible corporate citizen is further strengthened.

Desa dan Program Pemberdayaan Masyarakat
Villages and Community Empowerment Programs

Keterangan Description	Satuan Unit	2025	2024	2023
Desa yang Terlibat Villages Involved	Desa Villages	29	13	7
Program yang Dijalankan Programs Implemented	Program Programs	15	20	16

Namun demikian, aktivitas operasional Perseroan tidak terlepas dari timbulnya dampak negatif yang meliputi kebisingan, debu, limbah, emisi, serta gangguan terhadap aktivitas masyarakat. Untuk meminimalkan dampak tersebut, Perseroan melakukan tindakan korektif dan pemulihan lingkungan maupun sosial sesuai dengan tingkat dampak yang ditimbulkan.

Sepanjang tahun 2025, tidak terdapat masyarakat yang terkena penggusuran akibat adanya proyek yang dikerjakan oleh Perseroan. Selain itu, tidak terdapat orang yang dimukimkan kembali yang ditimbulkan dari kegiatan operasional Perseroan.

Kepatuhan Terhadap Hukum dan Peraturan
[GRI 2-27, IF-EN-160a.1]

Hutama Karya berkomitmen untuk menerapkan prinsip-prinsip GCG pada level terbaik, hal ini terlihat dari Pembentukan Divisi Legal di bawah Direktur Human Capital & Legal serta Divisi Pengendalian Risiko, Sistem & Kepatuhan di bawah Direktur Manajemen Risiko sebagai *Advisory & Advocate* internal Perusahaan. Komitmen ini juga diperkuat dengan pemberlakuan berbagai komitmen kebijakan yang mengatur tentang perilaku bisnis yang bertanggung jawab, perilaku bisnis yang menghormati hak asasi manusia dan kebijakan operasional hubungan bisnis dengan pemangku kepentingan.

Sampai dengan akhir Desember 2025, tidak terdapat insiden ketidakpatuhan terhadap hukum dan peraturan perundang-

However, the Company's operational activities are not entirely free from adverse impacts, including noise, dust, waste generation, emissions, and disruptions to community activities. To minimize these impacts, the Company implements corrective actions and environmental and social remediation measures in accordance with the nature and magnitude of the impacts identified.

Throughout 2025, there were no community members affected by land acquisition or displacement as a result of projects undertaken by the Company. In addition, no individuals were subject to resettlement arising from the Company's operational activities.

Compliance with Laws and Regulations
[GRI 2-27, IF-EN-160a.1]

Hutama Karya is committed to implementing Good Corporate Governance (GCG) principles at the highest level, as reflected in the establishment of the Legal Division under the Director of Human Capital & Legal and the Risk Control, System & Compliance Division under the Director of Risk Management, serving as internal advisors and advocates of the Company. This commitment is further reinforced through the implementation of various policy commitments governing responsible business conduct, business practices that respect human rights, and operational policies governing relationships with stakeholders.

As of the end of December 2025, there were no incidents of non-compliance with laws and regulations, including environmental

undangan termasuk ketidakpatuhan terhadap lingkungan. Oleh karenanya, tidak terdapat denda yang dikeluarkan Perseroan.

Pengaduan Masyarakat [OJK F.24, GRI 2-16, GRI 2-26]

Untuk mendukung penerapan kode etik, Perseroan menyediakan saluran pelaporan pelanggaran melalui *Whistleblowing System* (WBS) yang dapat diakses oleh karyawan, pemasok, pelanggan maupun pihak ketiga lainnya. Penerapan sistem ini mengacu pada ketentuan Peraturan Menteri Badan Usaha Milik Negara Nomor PER-2/MBU/03/2023 Tahun 2023 tentang Pedoman Tata Kelola dan Kegiatan Korporasi Signifikan Badan Usaha Milik Negara. Pelapor dapat melapor melalui sistem jika ia menemukan indikasi adanya pelanggaran dengan menyertakan informasi lengkap dan bukti berupa foto atau dokumen.

WBS Perseroan dikelola secara internal oleh Sekretaris Perusahaan, tetapi, Perseroan menjamin kerahasiaan dan netralitas dalam penanganan, penyelidikan, dan penyimpanan informasi yang diterima.

Seluruh pengaduan yang masuk melalui WBS disampaikan kepada Direktur Utama untuk memperoleh rekomendasi mengenai tindak lanjut yang diperlukan, termasuk pelaksanaan Audit Investigasi atau pelimpahan laporan kepada Satuan Pengawasan Internal (SPI) maupun divisi terkait sesuai dengan substansi pengaduan.

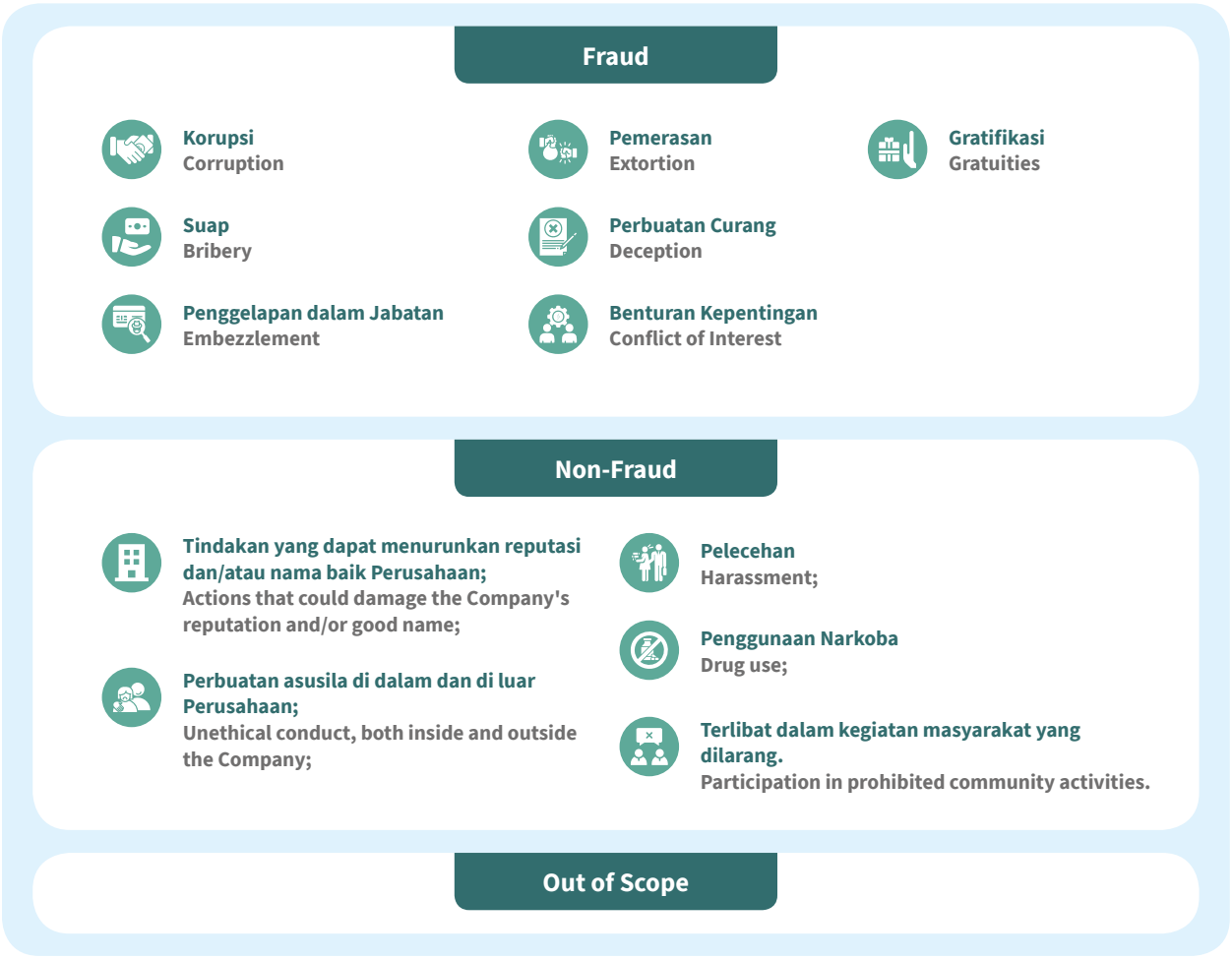
non-compliance. Accordingly, the Company did not incur any fines.

Community Complaints [OJK F.24, GRI 2-16, GRI 2-26]

To support the implementation of the Code of Ethics, Hutama Karya provides a whistleblowing system (WBS) reporting channel that can be accessed by employees, suppliers, customers, and other third parties. The implementation of this system refers to the Regulation of the Minister of State-Owned Enterprises (SOE) Number PER-2/MBU/03/2023 concerning Guidelines for Governance and Significant Corporate Activities of State-Owned Enterprises. Reporters may submit complaints through the system upon identifying indications of violations, accompanied by complete information and supporting evidence such as photographs or documents.

The Company's WBS is managed internally by the Corporate Secretary function; however, the Company ensures confidentiality and neutrality in the handling, investigation, and storage of all received information.

All reports submitted through the Whistleblowing System (WBS) are forwarded to the President Director to obtain recommendations regarding the necessary follow-up actions, including the conduct of an Investigative Audit or the referral of the report to the Internal Audit Unit (SPI) and/or the relevant division, depending on the nature and substance of the complaint.



Perseroan telah mengatur cara penyampaian laporan pelanggaran yang dapat dilakukan oleh seluruh pihak, tidak terbatas pada pihak internal saja akan tetapi juga untuk pihak eksternal. Perseroan memiliki beberapa media yang dapat digunakan untuk melaporkan pelanggaran:

1. Pelapor menyampaikan secara tertulis tentang dugaan pelanggaran yang dilakukan oleh Insan Hutama kepada Tim Pengelola WBS dengan alamat Tim Pengelola WBS PT Hutama Karya (Persero) Jl. Letjen MT Haryono Kav. 8, Cawang, Jakarta Timur 13340
2. Pelapor dapat menyampaikan laporan dugaan pelanggaran kepada Tim Pengelola WBS PT Hutama Karya (Persero) melalui saluran yang telah disediakan:

The Company has established procedures for submitting violation reports that are accessible to all parties, not limited to internal stakeholders but also external parties. The Company provides several channels that may be used to report alleged violations:

1. Reporters may submit written complaints regarding alleged violations committed by Company personnel to the WBS Management Team at the following address: WBS Management Team PT Hutama Karya (Persero), Jl. Letjen MT Haryono Kav. 8, Cawang, East Jakarta 13340
2. Reporters may also submit reports of alleged violations to the WBS Management Team of PT Hutama Karya (Persero) through the available reporting channels:

(021) 8196107	wbs@hutamakarya.com	wbs.hutamakarya.com	QR Code

3. Pelapor dapat melengkapi laporan dugaan pelanggaran dengan menyertakan identitas pelapor maupun secara anonim, disertai nomor telepon yang dapat dihubungi.
4. Terhadap laporan dugaan pelanggaran yang tidak memenuhi syarat, Tim Pengelola WBS menyimpan dokumen laporan dugaan pelanggaran tersebut. Namun, apabila laporan dugaan pelanggaran yang telah memenuhi syarat 4W1H (*What, Where, When, Who dan How*) namun tanpa identitas pelapor maka Tim Pengelola WBS menyampaikan laporan tersebut kepada Pengarah WBS untuk mendapat persetujuan atau tidaknya dilakukan proses tindak lanjut.

3. Reporters may complete their submissions either by including their identity or anonymously, accompanied by a contact telephone number.
4. For reports that do not meet the required criteria, the WBS Management Team will archive the complaint documents. However, for reports that meet the 4W1H criteria (What, Where, When, Who, and How) but are submitted without the reporter's identity, the WBS Management Team will escalate the report to the WBS Steering Committee for approval on whether further follow-up action will be taken.

Perseroan sepenuhnya menjamin tidak akan ada pelanggaran terhadap kerahasiaan, intimidasi, atau pembalasan kepada pelapor dan pihak yang terlibat dalam investigasi. Perseroan juga tidak memberikan toleransi terhadap segala bentuk tindakan pembalasan. Seluruh karyawan diimbau untuk melaporkan setiap kasus pembalasan. Selama tahun 2025, Perseroan menerima pengaduan melalui kanal WBS sebagai berikut:

The Company fully guarantees that there will be no breach of confidentiality, intimidation, or retaliation against reporters and parties involved in investigations. The Company also enforces a strict zero-tolerance policy toward any form of retaliation. All employees are encouraged to report any cases of retaliation. During 2025, the Company received complaints through the WBS channel as follows:

Keterangan **Description**	**Jumlah Pengaduan yang Diterima** Number of Complaints Received	**Status**
Fraud	0	
Non Fraud	1	Selesai
Lainnya Others	4	Selesai
Total	**5**	

Hutama Karya mengembangkan mekanisme pengaduan bagi masyarakat yang juga mencakup isu sosial dan lingkungan di wilayah operasi Perseroan. Mekanisme pengaduan tersebut disediakan melalui *whistleblowing system* dan SP4N LAPOR. Seluruh masyarakat memiliki akses ke mekanisme pengaduan tersebut yang tersedia guna memastikan kekhawatiran mereka

Hutama Karya has developed a complaint handling mechanism for the public, which also covers social and environmental issues within its operational areas. This grievance mechanism is made available through the whistleblowing system (WBS) and SP4N LAPOR. All members of the public have access to these mechanisms to ensure that their concerns are formally documented and addressed. During

didokumentasikan dan ditangani secara resmi. Sepanjang tahun 2025, Perseroan menerima 3 keluhan dari masyarakat mengenai fasilitas jalan tol dan seluruh (100%) keluhan yang diterima oleh Perseroan telah selesai ditangani.

2025, the Company received 3 public complaints related to toll road facilities, and 100% of the complaints received were fully resolved.

Tabel Jumlah dan Unit Usaha yang Menerima Pengaduan Masyarakat Tahun 2025
Table of Number and Business Units Receiving Public Complaints in 2025

Unit Usaha Business Unit	Jumlah Pengaduan yang Diterima Number of Complaints Received	Jenis Pengaduan Type of Complaint	Status
KSO HK-TS	1	Gaji Pekerja Employee Salary	Selesai/Done
Tol Lampung	1	Keluhan pelanggan Customer Complaint	Selesai/Done
Proyek MBG Aceh MBG Aceh Project	1	Dugaan ijazah palsu Alleged Fake Diploma	Selesai/Done
Total	**3**		

Tabel Jumlah Pengaduan Melalui Email
Table of Complaints Received via Email

Jenis Pengaduan Type of Complaint	Jumlah Pengaduan Number of Complaints	Status
Out of Scope	5	Selesai/Done
Lain-lain Others	0	-
Total		

Keterangan:
*) data pengaduan yang masuk lewat email WBS

Notes:
*) Data on complaints received through the Whistleblowing System (WBS) email

Kegiatan Tanggung Jawab Sosial Lingkungan (TJSL) [OJK F.25]

Perseroan secara konsisten melaksanakan kegiatan Tanggung Jawab Sosial dan Lingkungan (TJSL) sebagai bentuk komitmen terhadap pembangunan berkelanjutan dan kontribusi kepada masyarakat. Kegiatan TJSL selama tahun 2025 dilaksanakan sebagai berikut.

Corporate Social and Environmental Responsibility (TJSL) Activities [OJK F.25]

The Company consistently implements Social and Environmental Responsibility (TJSL) programs as a form of its commitment to sustainable development and contributions to society. The TJSL activities carried out throughout 2025 are as follows.

Keterangan Description	Satuan Unit	2025	2024	2023
Investasi **Investment**				
Pilar Sosial Social Pillar	Dalam Rupiah In Rupiah	**11.174.447.768**	14.261.576.588	18.138.423.146
Pilar Ekonomi Economic Pillar	Dalam Rupiah In Rupiah	**789.229.368**	5.176.226.575	4.892.016.509
Pilar Lingkungan Environmental Pillar	Dalam Rupiah In Rupiah	**5.301.802.160**	5.216.672.432	5.444.006.633
Pilar Hukum dan Tata Kelola Legal and Governance Pillar	Dalam Rupiah In Rupiah	**-**	187.835.000	44.955.000
Total		**17.440.479.296**	**24.842.310.595**	**28.519.401.288**
Penerima Manfaat **Beneficiaries**				
Pilar Sosial Social Pillar	Orang Persons	**6.181**	12.638	9.644
Pilar Ekonomi Economic Pillar	Orang Persons	**366**	422	968

Keterangan Description	Satuan Unit	2025	2024	2023
Pilar Lingkungan Environmental Pillar	Orang Persons	1.622	3.538	17
Pilar Hukum dan Tata Kelola Legal and Governance Pillar	Orang Persons	-	126	42
Total		8.169	**16.598**	**10.629**

Rencana Kerja dan Anggaran Perusahaan (RKAP) Program TJSL
Company Work Plan and Budget (RKAP) for TJSL Program

(dalam Juta Rupiah/in million Rupiah)

Keterangan Description	RKAP	Realisasi Realization	Pencapaian Achievement
Pilar Sosial Social Pillar	5.500	11.174	203,16%
Pilar Ekonomi Economic Pillar	6.125	1.214	19,82%
Pilar Lingkungan Environmental Pillar	7.790	5.302	68,06%
Pilar Hukum dan Tata Kelola Legal and Governance Pillar	-	-	-
Total	**19.415**	**17.690**	**91,12%**

Tabel Kegiatan TJSL dan Tujuan Pembangunan Berkelanjutan
Table of TJSL Activities and Sustainable Development Goals (SDGs)

No	Jenis Kegiatan TJSL TJSL Activity Type	Tujuan Pembangunan Berkelanjutan Sustainable Development Goals	Penjelasan Description	Capaian Achievement
PILAR SOSIAL SOCIAL PILLAR				
1	HK Berbagi HK Sharing		Mendukung peningkatan kondisi sosial masyarakat utamanya dalam pemenuhan kebutuhan pangan, Hutama Karya aktif menyalurkan dukungan sembako dan kontribusi berbagai sembako dalam aksi cepat tanggap bencana alam di beberapa wilayah. To support improvements in community social conditions, particularly in fulfilling food needs, Hutama Karya actively distributes staple food assistance and contributes various food packages in rapid response to natural disasters in several regions.	Sebanyak 5.803 paket sembako dan 229 hewan kurban sudah disalurkan kepada masyarakat yang membutuhkan. A total of 5,803 staple food packages and 229 sacrificial animals have been distributed to communities in need.
2	HK Peduli Kesehatan HK Health Care		Mendukung program percepatan Penghapusan Kemiskinan Ekstrem (PKE) dan penanganan stunting, Hutama Karya melaksanakan beberapa rangkaian kegiatan pemberdayaan masyarakat dan pengecekan kesehatan kepada anak balita, ibu hamil, dan remaja putri di Desa Banyumas, kec. Stabat, kab. Langkat, Sumatera Utara. o support the acceleration program for Extreme Poverty Alleviation (PKE) and stunting management, Hutama Karya conducts a series of community empowerment activities and health check-ups for toddlers, pregnant women, and adolescent girls in Banyumas Village, Stabat District, Langkat Regency, North Sumatra.	Program ini dilakukan dalam rangka mendukung Asta Cita yang berfokus pada peningkatan akses makanan bergizi dan membangun generasi Indonesia yang berkualitas, dengan penerima manfaat langsung sebanyak 95 orang. The program supports the Asta Cita agenda focusing on improving access to nutritious food and building a quality Indonesian generation, with 95 direct beneficiaries.
3	HK Peduli Pendidikan HK Education Care		Hutama Karya senantiasa berupaya untuk mewujudkan pendidikan yang berkualitas bagi seluruh pihak yang berkepentingan dengan memfasilitasi lembaga pendidikan untuk mendapatkan akses yang layak dalam proses belajar mengajar.	Sebanyak 24 sekolah dan 1 perguruan tinggi yang telah dibantu di wilayah Sumatera dan Jawa untuk memenuhi kebutuhan infrastruktur pendidikan yang memadai.

No	Jenis Kegiatan TJSL TJSL Activity Type	Tujuan Pembangunan Berkelanjutan Sustainable Development Goals	Penjelasan Description	Capaian Achievement
			Hutama Karya continuously strives to realize quality education for all stakeholders by facilitating educational institutions to obtain proper infrastructure for teaching and learning processes. In addition, Hutama Karya actively collaborates with literacy activists in South Lampung by providing Library Boat facilities, reading materials, school supplies (shoes, stationery, bags, and laptops), as well as literacy education for coastal communities.	Selain itu, Hutama Karya juga berkolaborasi aktif dengan penggerak literasi di Lampung Selatan dengan memfasilitasi sarana Perahu Pustaka, paket bacaan, peralatan sekolah berupa sepatu, alat tulis, tas sekolah, dan laptop, serta edukasi literasi bagi masyarakat pesisir pantai untuk membaca. A total of 24 schools and 1 university have been supported across Sumatra and Java to meet adequate educational infrastructure needs. In addition, Hutama Karya actively collaborates with literacy activists in South Lampung by providing Library Boat facilities, reading materials, school supplies such as shoes, stationery, school bags, and laptops, as well as literacy education for coastal communities to promote reading habits.
1	HK Peduli Kreatif HK Creative Care		Upaya Hutama Karya dalam mendukung Usaha Mikro dan Usaha Kecil (UMK) naik kelas utamanya di area operasional terdekat dengan berfokus pada kegiatan pelatihan, pendanaan, dan promosi usaha. Hutama Karya supports the upgrading of Micro and Small Enterprises (MSMEs), particularly in areas close to operational locations, by focusing on training, financing, and business promotion activities.	Hutama Karya telah mendampingi 160 UMK Binaan dalam memberikan pelatihan untuk peningkatan keterampilan kewirausahaan dan pengelolaan bisnis, serta memberikan dukungan promosi untuk produk unggulan dari UMK Binaan yang didampingi. The Company has assisted 160 MSME beneficiaries by providing training to enhance entrepreneurship and business management skills, as well as promoting flagship MSME products supported by the Company.
2	Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Micro and Small Business Funding (PUMK)		Salah satu fokus kegiatan Hutama Karya dalam mengembangkan UMK adalah dengan pendanaan atau pinjaman lunak bagi UMK. Program ini dilaksanakan berkolaborasi dengan PT Bank Rakyat Indonesia (Persero) tbk ("BRI") sebagai mitra penyalur pinjaman PUMK kepada para pelaku usaha yang membutuhkan. One of Hutama Karya's key initiatives in MSME development is providing soft loans for MSMEs. This program is implemented in collaboration with PT Bank Rakyat Indonesia (Persero) Tbk (BRI) as the loan distribution partner for business actors in need.	Sebanyak 84 pelaku usaha mikro dan usaha kecil yang menerima pinjaman PUMK. A total of 84 micro and small business actors received PUMK financing.
3	Infrastruktur Masuk Desa Village Infrastructure Program		Dukungan dalam pembangunan dan perbaikan sarana prasarana umum untuk menunjang berbagai aktivitas sosial masyarakat di sekitar wilayah operasional perusahaan. Support for the development and improvement of public infrastructure to enhance various social activities of communities around the Company's operational areas.	Hutama Karya mendukung perbaikan sarana prasarana ibadah di 3 rumah ibadah. Hutama Karya supported the improvement of worship facility infrastructure in 3 houses of worship.
PILAR LINGKUNGAN **ENVIRONMENTAL PILLAR**				
1	Penyediaan Air Bersih Clean Water Provision		Mendukung sarana sanitasi yang layak bagi masyarakat, Hutama Karya menghadirkan akses dan fasilitas air bersih berupa sumur, *filter* air, sarana prasarana, dan pendampingan pemeliharaan air. Support proper sanitation facilities for communities, Hutama Karya provides access to clean water facilities in the form of wells, water filters, supporting infrastructure, and water maintenance assistance.	Sebanyak 22 Kepala Keluarga (KK) dan 3 (tiga) lokasi menerima dukungan sarana air bersih di Wilayah Jagalan Kotagede, DI Yogyakarta. A total of 22 households and 3 locations received clean water support in the Jagalan Kotagede area, Yogyakarta Special Region.

No	Jenis Kegiatan TJSL TJSL Activity Type	Tujuan Pembangunan Berkelanjutan Sustainable Development Goals	Penjelasan Description	Capaian Achievement
2	Mudik Bersama BUMN BUMN Joint Homecoming Program		Fasilitas mudik bersama yang diselenggarakan oleh BUMN bertujuan untuk membantu masyarakat kembali ke kampung halaman pada momen Hari Raya Idul Fitri, tujuannya adalah untuk meminimalisir risiko kecelakaan lalu lintas dengan pengalihan penggunaan sepeda motor ke bus, kereta api, dan kapal laut. The BUMN-organized joint homecoming facility aims to assist the public in returning to their hometowns during Eid al-Fitr, while minimizing traffic accident risks by shifting transportation usage from motorcycles to buses, trains, and ships.	478 orang pemudik dan 12 bus yang berpartisipasi dalam agenda ini. A total of 478 travelers and 12 buses participated in this program.
3	Pengolahan Sampah Waste Management		Sejalan dengan komitmen Hutama Karya dalam menghadirkan jalan tol yang berkelanjutan dan ramah lingkungan, Hutama Karya berupaya melakukan optimalisasi pengelolaan limbah sampah organik di *rest area* JTTS dengan menggunakan metode *Black Soldier Fly* (BSF). Program sudah dilaksanakan di Rest Area KM 215B dan 277A pada ruas tol Terbanggi Besar-Pematang Panggang-Kayu Agung. In line with Hutama Karya's commitment to developing sustainable and environmentally friendly toll roads, the Company optimizes organic waste management at JTTS rest areas using the Black Soldier Fly (BSF) method. The program has been implemented at KM 215B and 277A rest areas along the Terbanggi Besar–Pematang Panggang–Kayu Agung toll road section.	Selama tahun 2025 total sampah yang berhasil di data adalah ± 16 ton sampah organik dan anorganik yang sudah dikelola dan diolah, dengan jumlah masing-masing sampah organik 15 ton dan 1 ton sampah anorganik di 2 (dua) *rest area*. In 2025, approximately 16 tons of waste were recorded and processed, consisting of 15 tons of organic waste and 1 ton of inorganic waste across 2 rest areas.
4	Penanaman Pohon Tree Planting		Dalam rangka mendukung gerakan dekarbonisasi perusahaan untuk mengurangi emisi gas rumah kaca, Hutama Karya aktif melakukan penanaman pohon di sekitar aktivitas bisnis perusahaan termasuk pada masyarakat sekitar perusahaan. In support of corporate decarbonization efforts to reduce greenhouse gas emissions, Hutama Karya actively conducts tree planting around its business operations, including surrounding communities.	Melalui penggunaan dana dari TJSL sebanyak 4.485 pohon sudah ditanam untuk mendukung pelestarian lingkungan dan pemberdayaan masyarakat dengan menanam pohon produktif. A total of 4,485 trees were planted using TJSL funds to support environmental preservation and community empowerment through productive tree planting.
5	Konservasi Satwa Wildlife Conservation		Kolaborasi Hutama Karya dengan Balai Besar Konservasi SDA Riau dan Rimba Satwa Foundation (RSF), Hutama Karya melakukan penguatan program konservasi gajah dan penanaman pohon. Collaboration between Hutama Karya, the Riau Natural Resources Conservation Agency, and the Rimba Satwa Foundation (RSF) focuses on strengthening elephant conservation programs and tree planting initiatives.	1.220 pohon yang sudah ditanam dengan rincian, 200 bibit jeruk, 1.000 bibit rumpu odot, dan 20 bibit durian premium di sekitar *Underpass* Perlintasan Gajah (UPG) di tol Pekanbaru – Dumai. Kegiatan ini sebagai bentuk komitmen Hutama Karya untuk melestarikan keberadaan Gajah Sumatra sekaligus memberikan rasa aman kepada pengguna jalan tol. A total of 1,220 trees were planted, consisting of 200 citrus seedlings, 1,000 odot grass seedlings, and 20 premium durian seedlings around the Elephant Crossing Underpass (UPG) on the Pekanbaru–Dumai toll road. These initiatives reflect Hutama Karya's commitment to environmental sustainability, biodiversity conservation, and the creation of eco-friendly infrastructure while ensuring user safety on toll roads.
PILAR HUKUM & TATA KELOLA **LEGAL & GOVERNANCE PILLAR**				
1	Penerapan Sistem Manajemen Anti Penyuapan (SMAP) Implementation of Anti-Bribery Management System (ABMS/ SMAP)		Dalam rangka memastikan seluruh kegiatan sosial perusahaan berjalan bersih, transparan, dan akuntabel, sekaligus melindungi perusahaan dari risiko hukum dan reputasi, Hutama Karya secara aktif memberikan sosialisasi kepada masyarakat utamanya kepada penerima manfaat mengenai komitmen anti penyuapan dan penandatanganan pakta integritas. Tidak hanya dengan penerima manfaat, namun juga untuk rekanan dan mitra kerja TJSL di lapangan. In order to ensure that all corporate social activities are conducted in a clean, transparent, and accountable manner, as well as to protect the Company from legal and reputational risks, Hutama Karya actively provides socialization to the community, particularly beneficiaries, regarding its anti-bribery commitment and the signing of integrity pacts. This initiative is also extended to partners and field TJSL collaborators.	Sebanyak 79 instansi/perorangan yang melakukan penandatanganan pakta integritas anti penyuapan dengan rincian yaitu 35 rekanan dan 44 penerima manfaat A total of 79 institutions/individuals signed anti-bribery integrity pacts, consisting of 35 partners and 44 beneficiaries.

Tanggung Jawab Pengembangan Produk dan/atau Jasa Keberlanjutan
Product and/or Service Responsibility for Sustainability

Inovasi dan Pengembangan Produk/Jasa Pembangunan Berkelanjutan [OJK F.26, IF EN-410a.1]

Dalam upaya memberikan pelayanan terbaik serta menghasilkan produk yang berkualitas, Hutama Karya terus berinovasi dalam mengembangkan produk dan layanannya. Perseroan mengembangkan sistem digital "HK SHIELD", sebuah platform yang memastikan pengelolaan aspek mutu, kesehatan, keselamatan, keamanan, dan lingkungan (QHSSE) secara akurat dan langsung (*real-time*). Teknologi ini memungkinkan pengawasan proyek yang lebih efektif, menjamin hasil kerja berkualitas tinggi, serta meminimalkan dampak lingkungan melalui program dekarbonisasi. Selain itu, Perseroan juga menerapkan *green construction* untuk mengurangi dampak negatif terhadap lingkungan, seperti penggunaan material ramah lingkungan, efisiensi energi dan air, serta desain yang memperhatikan keseimbangan ekosistem.

Di tahun 2025, Hutama Karya menerapkan inovasi keberlanjutan pada proyek Ruas Sigli–Banda Aceh dengan mengadopsi konsep *green construction*, yaitu metode pembangunan yang memperhatikan aspek lingkungan. Penerapan konsep ini dilakukan dengan memanfaatkan material yang tersedia di sekitar area pekerjaan, sehingga dapat mengurangi penggunaan material dari luar area, menekan emisi akibat transportasi, meningkatkan efisiensi biaya, serta meminimalkan dampak lingkungan selama proses konstruksi. Selanjutnya, PT Bhirawa Steel telah menerapkan tahapan *Green Industry* dan saat ini berada pada klasifikasi "Transformasi menuju Industri Hijau", yang menunjukkan bahwa perusahaan sedang berada dalam proses peralihan dari praktik industri konvensional menuju penerapan prinsip-prinsip industri yang lebih ramah lingkungan. Namun demikian, selama periode pelaporan, Perseroan belum memiliki proyek yang telah memperoleh sertifikasi keberlanjutan dari pihak ketiga maupun proyek yang sedang dalam proses memperoleh sertifikasi tersebut. Penilaian kategori *Green Construction* dan Bangunan Gedung Hijau merupakan hasil penilaian oleh Perseroan.

Di samping itu, sistem manajemen lingkungan yang diterapkan Perseroan didasarkan pada Peta Jalan Transformasi Lingkungan Hutama Karya, yang berfungsi sebagai pedoman dan arah dalam mencapai tujuan bisnis yang berkelanjutan. Peta jalan ini tidak hanya berfokus pada aspek keberlanjutan bisnis, tetapi juga pada pencapaian target lingkungan yang lebih luas, mencakup pengelolaan emisi, efisiensi energi, dan pelestarian ekosistem. Penerapan Peta Jalan Transformasi Lingkungan ini telah membantu Perseroan untuk mencapai berbagai target lingkungan yang telah ditetapkan, antara lain:

Innovation and Development of Sustainable Construction Products/ Services [OJK F.26, IF EN-410a.1]

In an effort to deliver the best service and produce high-quality products, Hutama Karya continues to innovate in the development of its products and services. The Company has developed a digital system called "HK SHIELD," a platform that ensures the management of Quality, Health, Safety, Security, and Environment (QHSSE) aspects in an accurate and real-time manner. This technology enables more effective project supervision, ensures high-quality work outcomes, and minimizes environmental impacts through decarbonization programs. In addition, the Company also implements green construction to reduce negative environmental impacts, such as the use of environmentally friendly materials, energy and water efficiency, and design approaches that consider ecosystem balance.

In 2025, Hutama Karya implemented sustainability innovations in the Sigli–Banda Aceh Section project by adopting the green construction concept, a development approach that takes environmental aspects into account. The application of this concept was carried out by utilizing materials available in the surrounding project area, thereby reducing the use of materials sourced externally, lowering transportation-related emissions, improving cost efficiency, and minimizing environmental impacts during the construction process. Furthermore, PT Bhirawa Steel has implemented the Green Industry framework and is currently classified under "Transformation Towards Green Industry," indicating that the company is in the process of transitioning from conventional industrial practices to the adoption of more environmentally friendly industrial principles. However, during the reporting period, the Company did not have any projects that had obtained sustainability certification from third parties, nor projects that were in the process of obtaining such certification. The assessment of Green Construction and Green Building categories represents the Company's internal evaluation.

In addition, the Company's environmental management system is based on the Hutama Karya Environmental Transformation Roadmap, which serves as a guideline and direction for achieving sustainable business objectives. This roadmap not only focuses on business sustainability aspects but also on broader environmental targets, including emissions management, energy efficiency, and ecosystem preservation. The implementation of this roadmap has supported the Company in achieving various established environmental targets, including:

Pencapaian *Green Construction* (Kriteria Hutama Karya)
Green Construction Achievement (Hutama Karya Criteria)

(Dalam %/in %)

Keterangan Description	2025	2024	2023
Gedung BRI Ragunan BRI Ragunan Building	100	48,75	-
RSUP RD Kandou RSUP RD Kandou	100	-	-
RSUP Nias RSUP Nias	100	-	-
RSUD Sanana RSUD Sanana	97,92	-	-
Pembangunan Gedung CMU RS Sardjito CMU Building Construction – RS Sardjito	62,50	-	-
Proyek Gedung dan Kawasan Lembaga MPR IKN MPR Institution Building and Area Project (IKN)	100	-	-
Proyek Gedung dan Kawasan Lembaga MA dan Plaza Keadilan Supreme Court Building and Justice Plaza Area Project	100	-	-
Pembangunan Sekolah Rakyat Maluku Utara Maluku Utara People's School Construction	67	-	-
Pembangunan Sekolah Rakyat Sulawesi Barat Sulawesi Barat People's School Construction	65	-	-

Selama periode pelaporan, Perseroan belum memiliki proyek yang telah memperoleh sertifikasi keberlanjutan dari pihak ketiga maupun proyek yang sedang dalam proses memperoleh sertifikasi tersebut. Penilaian kategori Green Construction dan Bangunan Gedung Hijau merupakan hasil penilaian oleh Perseroan.

During the reporting period, the Company did not have any projects that have obtained sustainability certification from third parties, nor any projects in the process of obtaining such certification. The assessment of Green Construction and Green Building categories was conducted by the Company.

Produk/Jasa yang Sudah Dievaluasi Keamanannya Bagi Pelanggan [OJK F.27, IF-EN-250a.1, IF-EN-250a.2]

Perseroan memiliki komitmen yang kuat untuk menerapkan serta menjaga sistem manajemen mutu dan keselamatan dan kesehatan kerja (K3) melalui penerapan standar ISO 9001:2015 dan ISO 45001:2018 pada seluruh proyek yang dilaksanakan oleh Hutama Karya. Dalam setiap pelaksanaan proyek, Perseroan memastikan bahwa seluruh kegiatan telah melalui berbagai tahapan proses yang dirancang untuk menjamin kesesuaian dengan standar keselamatan, ketentuan, serta regulasi yang berlaku. Seluruh (100%) produk dan jasa Perseroan telah dievaluasi keamanannya bagi pelanggan.

Selain dari segi teknis, Perseroan mengimplementasikan panduan, prosedur, dan pemeriksaan dengan cermat. Pendekatan ini memastikan bahwa Perseroan menghasilkan produk berstandar tinggi dan mencapai tingkat keamanan serta kualitas yang optimal. Berbagai langkah pencegahan dan kontrol diintegrasikan dalam setiap aspek operasional, di antaranya:

Products/Services with Evaluated Customer Safety [OJK F.27, IF-EN-250a.1, IF-EN-250a.2]

The Company has a strong commitment to implementing and maintaining quality management systems and occupational health and safety (OHS) through the application of ISO 9001:2015 and ISO 45001:2018 standards across all projects carried out by Hutama Karya. In every project implementation, the Company ensures that all activities have undergone various process stages designed to guarantee compliance with applicable safety standards, requirements, and regulations. All (100%) of the Company's products and services have been evaluated for safety for customers.

In addition to technical aspects, the Company implements carefully developed guidelines, procedures, and inspections. This approach ensures that the Company produces high-standard outputs and achieves optimal levels of safety and quality. Various preventive and control measures are integrated into every aspect of operations, including:

1
Kesesuaian layanan dengan visi dan misi Hutama Karya.
Alignment of services with Hutama Karya's vision and mission.

2
Kesesuaian produk dan layanan dengan kebutuhan dan kemampuan pelanggan.
Conformity of products and services to customer needs and capabilities.

3
Mempertimbangkan isu lingkungan dan sosial.
Consideration of environmental and social issues.

4
Menyampaikan informasi berdasarkan asas transparansi.
Communication of information based on transparency principles.

5
Memastikan setiap produk telah melalui pemeriksaan yang cermat.
Ensuring every product undergoes thorough inspection.

6
Memastikan bahwa seluruh produk telah mendapatkan persetujuan dari pihak terkait.
Ensuring that all products have received approval from relevant parties.

Atas komitmen Perseroan dalam mengevaluasi produk dan jasa, sehingga di tahun 2025 tidak terdapat biaya pekerjaan ulang (*rework*) yang disebabkan oleh cacat pekerjaan maupun insiden keselamatan selama periode pelaporan, serta tidak terdapat kerugian finansial yang timbul akibat proses hukum yang berkaitan dengan insiden cacat pekerjaan maupun keselamatan.

As a result of the Company's commitment to evaluating its products and services, in 2025 there were no rework costs arising from defective work or safety incidents during the reporting period, and no financial losses were incurred as a result of legal proceedings related to such defective work or safety incidents.

Pemasaran dan Pelabelan Produk dan Jasa

Produk Hutama Karya telah melewati serangkaian proses untuk menjamin mutu dan kepatuhan terhadap regulasi serta standar yang berlaku, misalnya keselamatan dan kesehatan kerja serta lingkungan hidup. Perseroan selalu menyampaikan informasi terkait produk dan kualitas layanan secara jelas, transparan, dan objektif. Selain itu, Perseroan selalu menerima saran dan masukan terkait peningkatan mutu serta memperhatikan dan menanggapi dengan baik keluhan pelanggan sesuai dengan pedoman. Hal ini bertujuan untuk memberikan jaminan kualitas dan pelayanan yang setara serta memenuhi harapan pelanggan. Melalui upaya tersebut, selama periode pelaporan, Perseroan tidak melakukan pelanggaran terhadap informasi produk dan pelabelan.

Marketing and Labeling of Products and Services

Hutama Karya's products have undergone a series of processes to ensure quality assurance and compliance with applicable regulations and standards, including occupational health and safety and environmental requirements. The Company consistently communicates product and service quality information in a clear, transparent, and objective manner. In addition, the Company welcomes suggestions and feedback related to quality improvement and appropriately addresses customer complaints in accordance with established guidelines. These measures aim to ensure consistent quality assurance and service delivery that meet customer expectations. During the reporting period, the Company recorded no violations related to product information and labeling.

Keamanan dan Kerahasiaan Data Pelanggan

PT Hutama Karya (Persero) telah menerapkan kebijakan dan pengendalian Pelindungan Data Pribadi (PDP) sesuai dengan ketentuan yang berlaku. Sepanjang tahun 2025, Perusahaan tidak menerima pengaduan yang terbukti terkait pelanggaran privasi pelanggan**,** baik yang berasal dari pihak luar maupun dari badan pengawas, serta tidak terdapat kejadian kebocoran, pencurian, atau kehilangan data pelanggan**.**

Customer Data Security and Confidentiality

Hutama Karya has implemented Personal Data Protection (PDP) policies and controls in accordance with applicable regulations. During 2025, the Company did not receive any substantiated complaints related to customer privacy violations, whether from external parties or supervisory authorities, and there were no incidents of data breaches, theft, or loss of customer data.

Guna memastikan kepuasan pelanggan terhadap produk dan jasa perusahaan, Perseroan secara aktif melakukan survei yang digunakan sebagai indikator dalam mengevaluasi kinerja perusahaan. Melalui survei dan masukan pelanggan yang diterima, Perseroan berusaha memperbaiki proses dan kebijakan untuk memastikan bahwa setiap langkah yang diambil dapat menjaga kepuasan dan kelangsungan hubungan dengan pelanggan pada masa depan. Selama periode pelaporan, tidak terdapat pelanggaran terhadap privasi pelanggan maupun kebocoran dan kehilangan data pelanggan.

To ensure customer satisfaction with its products and services, the Company actively conducts surveys that serve as indicators for evaluating corporate performance. Through customer surveys and feedback received, the Company continuously seeks to improve its processes and policies to ensure that each action taken maintains customer satisfaction and supports long-term relationship continuity. During the reporting period, there were no violations of customer privacy nor any incidents of data breaches or data loss.

Dampak Produk/Jasa [OJK F.28]

Dalam menjalankan kegiatan usaha, Perseroan menyadari bahwa produk dan/atau jasa yang dijalankan serta proses distribusinya dapat menimbulkan dampak positif maupun negatif. Adapun dampak positif yang dimiliki meliputi:

a. **Peningkatan Konektivitas dan Pertumbuhan Ekonomi**
   Pembangunan jalan tol dan infrastruktur lainnya meningkatkan konektivitas antarwilayah, mempercepat distribusi barang dan jasa, serta mendorong pertumbuhan ekonomi regional dan nasional.
b. **Efisiensi Waktu dan Biaya Transportasi**
   Infrastruktur yang dibangun memberikan efisiensi waktu tempuh serta pengurangan biaya logistik, yang berdampak pada peningkatan produktivitas masyarakat dan dunia usaha.
c. **Penciptaan Lapangan Kerja**
   Proyek konstruksi menyerap tenaga kerja dalam jumlah besar, baik secara langsung maupun tidak langsung, termasuk bagi masyarakat lokal di sekitar wilayah proyek.
d. **Peningkatan Aksesibilitas Wilayah Terpencil**
   Pembangunan infrastruktur membuka akses ke daerah yang sebelumnya sulit dijangkau, sehingga meningkatkan pemerataan pembangunan.
e. **Peningkatan Nilai Sosial dan Investasi**
   Infrastruktur yang memadai meningkatkan nilai ekonomi suatu wilayah serta menarik investasi baru, termasuk pengembangan kawasan industri dan pariwisata.

Namun demikian, produk dan jasa Perseroan tidak terlepas dari adanya dampak negatif. Dampak yang ditimbulkan yaitu:

a. **Dampak Lingkungan**
   Kegiatan konstruksi berpotensi menimbulkan kerusakan lingkungan seperti deforestasi, penurunan kualitas udara, kebisingan, serta gangguan terhadap ekosistem.
b. **Penggunaan Sumber Daya Alam**
   Proyek konstruksi membutuhkan material dalam jumlah besar (pasir, batu, air, energi) yang dapat meningkatkan tekanan terhadap sumber daya alam.
c. **Dampak Sosial Masyarakat**
   Proyek infrastruktur dapat menyebabkan relokasi masyarakat, perubahan mata pencaharian, serta potensi konflik sosial apabila tidak dikelola dengan baik.
d. **Risiko Keselamatan dan Kesehatan Kerja (K3)**
   Aktivitas konstruksi memiliki risiko tinggi terhadap kecelakaan kerja jika tidak dikelola dengan sistem keselamatan yang memadai.
e. **Emisi Karbon dan Perubahan Iklim**
   Kegiatan konstruksi dan operasional infrastruktur berkontribusi terhadap emisi gas rumah kaca.

Atas dampak negatif yang ditimbulkan, Perseroan telah menetapkan upaya mitigasinya sebagai berikut.

a. Pengelolaan Lingkungan
   - Melaksanakan Analisis Mengenai Dampak Lingkungan (AMDAL) pada setiap proyek
   - Menerapkan praktik konstruksi ramah lingkungan (*green construction*)

Impact of Products/Services [OJK F.28]

In conducting its business activities, the Company recognizes that the products and/or services it delivers, along with their distribution processes, may generate both positive and negative impacts. The positive impacts include the following:

a. **Improvement of Connectivity and Economic Growth**
   The development of toll roads and other infrastructure enhances interregional connectivity, accelerates the distribution of goods and services, and promotes both regional and national economic growth.
b. **Efficiency in Time and Transportation Costs**
   The infrastructure developed provides travel time efficiency and reduces logistics costs, thereby contributing to increased productivity for both communities and businesses.
c. **Job Creation**
   Construction projects absorb a significant workforce, both directly and indirectly, including local communities surrounding the project areas.
d. **Improvement of Accessibility to Remote Areas**
   Infrastructure development opens access to previously hard-to-reach areas, thereby supporting equitable development.
e. **Enhancement of Social Value and Investment**
   Adequate infrastructure increases the economic value of a region and attracts new investments, including the development of industrial and tourism areas.

However, the Company's products and services are not without negative impacts. The potential adverse impacts include the following:

a. **Environmental Impact**
   Construction activities may result in environmental degradation, such as deforestation, deterioration of air quality, noise pollution, and disruption to ecosystems.
b. **Natural Resource Utilization**
   Construction projects require substantial quantities of materials (sand, aggregates, water, and energy), which may increase pressure on natural resources.
c. **Social Impact on Communities**
   Infrastructure projects may lead to community relocation, changes in livelihoods, and potential social conflicts if not properly managed.
d. **Occupational Health and Safety (OHS) Risks**
   Construction activities carry high risks of workplace accidents if not managed with adequate safety systems.
e. **Carbon Emissions and Climate Change**
   Construction and infrastructure operations contribute to greenhouse gas emissions.

In response to the negative impacts identified, the Company has established the following mitigation measures.

a. Environmental Management
   - Conducting Environmental Impact Assessments (AMDAL) for each project
   - Implementing environmentally friendly construction practices (Green Construction)

- Melakukan rehabilitasi dan revegetasi area terdampak

b. Efisiensi Sumber Daya
   - Mengoptimalkan penggunaan material dan energi
   - Mendorong penggunaan material ramah lingkungan dan teknologi inovatif

c. Pengelolaan Dampak Sosial
   - Melakukan konsultasi publik dan pelibatan masyarakat (*stakeholder engagement*)
   - Memberikan kompensasi yang adil serta program pemberdayaan masyarakat
   - Menjalankan program Tanggung Jawab Sosial dan Lingkungan (TJSL)

d. Penerapan Sistem K3 dan QHSSE
   - Menerapkan sistem manajemen keselamatan dan kesehatan kerja secara ketat
   - Melakukan pelatihan rutin dan pengawasan di lapangan
   - Mengimplementasikan budaya keselamatan (*safety culture*)

e. Pengurangan Emisi dan Adaptasi Iklim
   - Mengadopsi teknologi konstruksi rendah emisi
   - Melakukan pengukuran dan pelaporan emisi karbon
   - Mendukung inisiatif pembangunan berkelanjutan

- Undertaking rehabilitation and revegetation of affected areas

b. Resource Efficiency
   - Optimizing the use of materials and energy
   - Promoting the use of environmentally friendly materials and innovative technologies

c. Social Impact Management
   - Conducting public consultations and stakeholder engagement
   - Providing fair compensation and community empowerment programs
   - Implementing Corporate Social and Environmental Responsibility (TJSL) programs

d. Implementation of OHS and QHSSE Systems
   - Implementing strict occupational health and safety management systems
   - Conducting regular training and on-site supervision
   - Promoting the implementation of a safety culture

e. Emission Reduction and Climate Adaptation
   - Adopting low-emission construction technologies
   - Conducting carbon emission measurement and reporting
   - Supporting sustainable development initiatives

Jumlah Produk yang Ditarik Kembali [OJK F.29]

Sampai dengan akhir tahun 2025, tidak terdapat produk yang ditarik kembali.

Total Number of Products Recalled [OJK F.29]

As of the end of 2025, there were no product recalls.

Survei Kepuasan Pelanggan Terhadap Produk dan/atau Jasa [OJK F.30]

Pada tahun 2025, Perseroan telah melakukan survey kepuasan pelanggan yang menunjukkan hasil Indeks Kepuasan Pelanggan meningkat sebesar 92,37% dibandingkan dengan tahun 2024 yang sebesar 92,07%.

Dalam pengukuran tingkat opini pelanggan terhadap jasa, perusahaan berusaha memperoleh persepsi pelanggan terhadap pentingnya dimensi pelayanan, serta kinerja pelayanan yang dirasakan dan harga yang telah dikeluarkan pelanggan. Untuk mengukur opini pelanggan dilakukan dalam bentuk pengisian form opini pelanggan terhadap proyek yang mencapai progress 50% dan 100% diisi oleh *Owner*/Pengguna Jasa/Pemilik Proyek serta melakukan pengukuran kepuasan pengguna jalan tol setiap tahun yang bekerjasama dengan Sucofindo.

Customer Satisfaction Survey on Products and/or Services [OJK F.30]

In 2025, the Company conducted a customer satisfaction survey, which indicated that the Customer Satisfaction Index increased to 92.37%, compared to 92.07% in 2024.

In measuring the level of customer perception regarding services, the Company seeks to obtain customers' perceptions of the importance of service dimensions, as well as perceived service performance and the price incurred by customers. To measure customer opinions, a customer feedback form is completed for projects reaching 50% and 100% progress, which is filled in by the Owner/User of Services/Project Owner and conducting annual toll road user satisfaction surveys in collaboration with Sucofindo.

Uraian Description	2025	2024	2023
Indeks Kepuasan Pelanggan Kontruksi Construction Customer Satisfaction Index	**92,37%**	92,07%	90,17%
Indeks Kepuasan Pelanggan Jalan Tol (Sucofindo) Toll Road Customer Satisfaction Index (Sucofindo)	**4,72 (94,50%)**	4,86 (97,12%)	4,64 (92,80%)

Verifikasi Tertulis dari Pihak Independen [OJK G.1, GRI 2-5]

Written Verification from An Independent Party

Laporan Keberlanjutan PT Hutama Karya (Persero) Tahun 2025 telah melalui proses assurance independen sebagai bentuk komitmen Perseroan dalam menyajikan informasi keberlanjutan yang andal, akurat, dan kredibel. Untuk pelaksanaan assurance tersebut, Perseroan menunjuk PT Keberlanjutan Menjaga Bumi sebagai pihak independen yang memiliki kompetensi dalam melakukan verifikasi laporan keberlanjutan. Ruang lingkup assurance mencakup data dan informasi kinerja keberlanjutan Perseroan selama periode 1 Januari hingga 31 Desember 2025 yang disajikan dalam Laporan Keberlanjutan Tahun 2025. Pemilihan penyedia jasa assurance dilakukan sesuai dengan mekanisme pengadaan yang berlaku di Perseroan serta mengedepankan prinsip tata kelola perusahaan yang baik (Good Corporate Governance), termasuk independensi, objektivitas, transparansi, dan akuntabilitas. Pelaksanaan assurance dilaksanakan secara independen tanpa adanya benturan kepentingan antara Perseroan dan pihak pemberi assurance, serta berada dalam pengawasan Dewan Komisaris untuk menjaga integritas proses verifikasi. Proses assurance dilakukan mengacu pada AA1000 Assurance Standard v3 (AA1000AS v3) dengan tingkat assurance Moderate (Type 2). Melalui proses tersebut, dilakukan penilaian terhadap penerapan Prinsip AA1000, yang meliputi Inclusivity, Materiality, Responsiveness, dan Impact, serta evaluasi atas keandalan dan kualitas informasi keberlanjutan yang diungkapkan dalam laporan ini.

The 2025 Sustainability Report of PT Hutama Karya (Persero) has undergone an independent assurance process as part of the Company's commitment to presenting reliable, accurate, and credible sustainability information. For the implementation of the assurance engagement, the Company appointed PT Keberlanjutan Menjaga Bumi as an independent assurance provider with the requisite expertise in verifying sustainability reports. The scope of the assurance covered the Company's sustainability performance data and information for the period from January 1 to December 31, 2025, as presented in the 2025 Sustainability Report. The selection of the assurance provider was carried out in accordance with the Company's prevailing procurement procedures while upholding the principles of Good Corporate Governance, including independence, objectivity, transparency, and accountability. The assurance engagement was conducted independently, without any conflict of interest between the Company and the assurance provider, and under the oversight of the Board of Commissioners to safeguard the integrity of the assurance process. The assurance engagement was conducted in accordance with the AA1000 Assurance Standard v3 (AA1000AS v3) at the Moderate (Type 2) assurance level. Through this process, an assessment was performed of the implementation of the AA1000 Principles, namely Inclusivity, Materiality, Responsiveness, and Impact, as well as an evaluation of the reliability and quality of the sustainability information disclosed in this Report.

Independent Assurance Statement

To the management and stakeholders of PT Hutama Karya (Persero

BATS Sustainability Assurer ('the assurer') was engaged by PT Hutama Karya (Persero) ('HK') to provide assurance in respect of its Sustainability Report 2025 ('the Report'). The assurance engagement was conducted by a team of qualified professionals specializing in sustainability, sustainability reporting, and independent assurance with certifications including Certified Sustainability Reporting Specialist (CSRS), Certified Sustainability Report Assurer (CSRA), and Associate Certified Sustainability Assurance Practitioner (ACSAP).

Independence

The assurer is independent of HK, having not been involved in the preparation of any key part of the Report. Nor did we provide any services to HK during 2025 that could conflict with the independence of the assurance engagement.

Responsibility

HK is responsible for the preparation of the Report along with all the laws and regulatory compliance, data, information, and claims in the Report. This includes but is not limited to sustainability management targets, performance management, data collection, and other operational activities.

The engagement was not designed to detect error, fraud, or non-compliance with laws and regulations. The assurer expresses no conclusion on legal or regulatory compliance or on the legal status of the organization's assets, permits, or licenses. The purpose of this assurance engagement is to provide stakeholders with confidence regarding the reliability and accuracy of the Report in respect to sustainability information stated in the report. However, the assurer does not guarantee the completeness of all data presented in the report. The assurer's responsibility is to verify and express an independent conclusion based on available evidence on the agreed scope. The assurer's conclusions do not represent a comprehensive audit but serve to enhance the credibility of the report in respect of its sustainability aspects.

Scope

The scope of the assurance engagement includes the following:

- **Reporting period:** January 1, 2025 – December 31, 2025;
- **Coverage:** sustainability data and information presented in the Report; and
- **Verification standard:** AA1000 Assurance Standards v3 (Type 2, Moderate Level) and AccountAbility Principles.

In addition, the assurer reviewed:

- Specific sustainability performance data and information were assessed:
    - In compliance with Regulation of Indonesia Financial Service Authority (POJK) No.51/POJK.03/2017 and OJK Circular Letter (SEOJK) No.16/SEOJK.04/2021;
    - In accordance with GRI Universal Standards 2021, GRI Topic Standards, and SASB Engineering and Construction Services;
    - Applicable disclosure requirements of IFRS S1-S2 / PSPK 1-2 Standard.

Assurance Level and Type

This assurance engagement is conducted with a type 2 and moderate level of assurance based on AA1000 Assurance Standards v3 (AA1000AS v3) where the scope is limited to moderate-level verification based on document reviews, interviews, and sample data analysis.

Limitations

The assurer conducted the verification using sampling methodologies, which means that only the data samples requested by the assurer were subject to verification. To mitigate these limitations, the assurer cross-checked evidence obtained from requested data samples, interviews with key personnel, site visits, and clarification from management on any identified inconsistencies before forming its conclusions. Other than as described in the scope of engagement, the assurer did not perform assurance procedures on the remaining information, and accordingly, we do not express a conclusion on this information.

The assurer does not express any conclusion on financial data and figures for the current reporting period or previous reporting periods, with the assumption that the financial data and figures provided by HK have been audited by independent parties. Therefore, presentation of financial data and figures in the report is not within the scope of assurance.

Methodology

The following methodologies were applied to assess the specified sustainability data disclosed in the Report, as well as the systems and processes used to manage and report them:

1. **Review of Sustainability Reporting Management System**: Assess and review the sustainability reporting management system;
2. **Evaluation of the Report's Disclosure**: Evaluate the Report's content, disclosures, and presentation against the Report standards, POJK No.51/POJK.03/2017, SEOJK No.16/SEOJK.04/2021, GRI Universal Standards, GRI Topic Standards, SASB Engineering and Construction Services, and applicable disclosure requirements of IFRS S1-S2 / PSPK 1-2 Standard. Any identified inconsistencies or unclear disclosures were communicated to management for further clarification;
3. **Site Visit:** Conduct on-site assessment to review key sustainability programs, observe their implementation, and validate sustainability practices against reported disclosures;
4. **Interviews with Key Personnel**: Discussion with relevant departments to verify the relevant sustainability practice and policies along with data collection process applied for creating the Report;
5. **Sampling Verification:** Cross-checking and analysing selected sustainability data points against source documentation and interview results;
6. **Evaluation of HK Adherence to the Four AA1000 AccountAbility Principles (2018)**: Evaluation was performed using the evidence gathered through document review and interview processes.

Conclusion Statement

This assurance engagement was conducted in accordance with AA1000 Assurance Standard v3 (Type 2, Moderate Level). Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the Report has not been prepared, in all material respects:

- In compliance with the Regulation of Indonesia Financial Service Authority (POJK) No.51/POJK.03/2017 and OJK Circular Letter (SEOJK) No.16/SEOJK.04/2021;
- In accordance with GRI Universal Standards 2021, GRI Topic Standards, and SASB Engineering and Construction Services.
- In adherence to AA1000 AccountAbility Principles, except for the matter described under Inclusivity below; and
- Free and reliable from material misstatement for its specified sustainability performance information assured, based on the assurance methodology process.

Findings and Conclusions

The report was prepared to comply with the Regulation of Indonesia Financial Service Authority (POJK) No.51/POJK.03/2017 and OJK Circular Letter (SEOJK) No.16/SEOJK.04/2021 and in accordance with the GRI Universal Standards 2021, GRI Topic Standards, and SASB Engineering and Construction Services. The assurer's conclusion on HK adherence to AA1000 AccountAbility Principles (2018) is as follows:

- **Inclusivity**
  HK has implemented multiple stakeholder engagement activities through several mechanisms that are key in developing HK's approach to its sustainability. Meanwhile the respondent for its material topic comprised shareholders, regulators, business partners, and industry association, excluding employees, local communities, and customers. As these are key stakeholders for HK's business and impacts, their absence limits the inclusiveness of its materiality assessment process. We recommend HK connect its existing employee and customer engagement channels to its materiality assessment in future reports. Except for this matter, nothing has come to our attention that causes us to believe that HK has not applied the principle of Inclusivity.
- **Materiality**
  Nothing has come to our attention that causes us to believe that HK's materiality determination approach fails to appropriately reflect the sustainability issues most relevant to its business and stakeholders. However as described before, inputs from employees, customers, and affected communities were not incorporated into the materiality assessment. Otherwise, the assessment prioritizes the key sustainability issues while considering the interests of stakeholders and significance to HK.
- **Responsiveness**
  Nothing has come to our attention that causes us to believe that HK did not adequately respond to stakeholder concerns. HK has implemented responsiveness mechanisms including the Whistleblowing System (WBS) that can be used by employees, suppliers, customers, and other third parties, along with other mechanisms.
- **Impact**
  Nothing has come to our attention that causes us to believe that HK has failed to identify and monitor the direct and indirect impacts of its activities on stakeholders and the company. HK identifies and manages impacts done through its sustainability programs including Social Return on Investment (SROI) calculations for three programs.

Adherence to POJK No.51/POJK.03/2017 and SEOJK No.16/SEOJK.04/2021

HK has declared the Report's compliance with POJK No.51/POJK.03/2017 and SEOJK No.16/SEOJK.04/2021 disclosure guidelines. The assurer confirmed compliance with POJK No.51/POJK.03/2017 and SEOJK No.16/SEOJK.04/2021.

Adherence to GRI Standards

HK has declared the Report's adherence to the GRI Standards. The assurer confirmed the Report is in accordance with GRI Universal Standards (2021) and GRI Topic Standards.

Adherence to SASB Engineering and Construction Services

HK has declared the Report's adherence to the SASB Engineering and Construction Services Sector Standard. The assurer confirmed compliance with the SASB Engineering and Construction Services Standard.

Adherence to IFRS S1-S2 / PSPK 1-2

HK has declared the Report's disclosure of sustainability-related financial information and climate-related risks and opportunities in accordance with IFRS S1-S2 / PSPK 1-2 applicable disclosure requirements. Based on the assurer's review, the sustainability reporting boundary is not applied uniformly with several data (waste, emission, water, and human resource) has its reporting scope aligned with the boundary of HK's consolidated financial statement (HK and its subsidiaries). This does not meet the Reporting Entity requirement of PSPK 1 paragraph 20 and B38; and under PSPK 1 paragraph 72 where a claim of compliance with PSPK cannot be made unless all requirements are met. Accordingly, the claim of preparation in accordance with IFRS S1-S2 / PSPK 1-2 is not met, and the connectivity between the financial effects of sustainability-related risks and opportunities and the consolidated financial data is inconsistent. With this finding, the assurer is unable to conclude that the Report has been prepared in accordance with IFRS S1-S2 / PSPK 1-2. The assurer recommends that HK fully aligns its sustainability reporting boundary with its consolidated financial statements.

Recommendation

The Assurer recommends that HK enhances its application of IFRS S1-S2 / PSPK 1-2 by aligning its sustainability reporting boundary with its consolidated financial statements, and that HK broadens its materiality assessment to include other affected stakeholders (employees, customers, and local communities) alongside its existing respondents.

Based on the activities and methodology, nothing has come to our attention that causes us to believe the data in the Report, in relation to the agreed scope, have been materially misstated. This conclusion therefore reduces the risk of error but does not reduce the risk to zero. All key assurance findings are included herein, while detailed observations and follow-up recommendations have been submitted to HK management in a separate report.

Issue Date: June 23, 2026

BATS Sustainability Assurer

AA1000 Licensed Report 001-030/V3-AUJX0

Brian Pramudita, SE, Ak, M.Ak., CA., ACPA., BKP., CIB., CCA., Cert-DA., Cert-SF., CSRS., CSRA., CSP., ACSAP

PT Keberlanjutan Menjaga Bumi
Indonesia Stock Exchange Building Tower 1 Level 3
sustainability-assurer.com

Lembar Umpan Balik [OJK G.2 GRI 2-26]
Feedback Form

Setelah membaca Laporan Keberlanjutan PT Hutama Karya (Persero) Tahun 2025, kami mohon kesediaan para pemangku kepentingan untuk memberikan umpan balik dengan mengirim email atau mengirim formulir ini melalui *fax*/pos.

After reading the 2025 Sustainability Report of PT Hutama Karya (Persero), we kindly request stakeholders' willingness to provide feedback by sending an email or submitting this form via fax/mail.

1. Mohon beri tanda ceklis (√) pada kolom setuju atau tidak setuju
Please tick (√) the box in the "Agree" or "Disagree" column.

Pertanyaan **Questions**	**1** **(Sangat Tidak Setuju)** (Strongly Disagree)	**2** **(Tidak Setuju)** (Disagree)	**3** **(Setuju)** (Agree)	**4** **(Sangat Setuju)** (Strongly Agree)
Laporan ini telah memberikan informasi yang bermanfaat mengenai kinerja ekonomi, sosial, dan lingkungan Perusahaan. This report has provided useful information regarding the Company's economic, social, and environmental performance.				
Data dan informasi yang diungkapkan mudah dipahami, lengkap, transparan, dan berimbang. The data and information disclosed are easy to understand, complete, transparent, and balanced.				
Data dan informasi yang disajikan berguna dalam pengambilan keputusan. The data and information presented are useful for decision-making.				
Laporan ini menarik dan mudah dibaca. This report is attractive and easy to read.				

2. Mohon berikan nilai mengenai topik material yang terdapat dalam laporan Keberlanjutan ini (nilai 1 = sangat tidak penting, 2 = tidak penting, 3 = penting, 4 = sangat penting).
Please assign a score to the material topics presented in this Sustainability Report (Score 1 = very unimportant, 2 = not important, 3 = important, 4 = very important).

(.....) Kesehatan dan dan Keselamatan Kerja
Occupational Health and Safety

(.....) Anti Korupsi
Anti-Corruption

(.....) Kepuasan Pelanggan
Customer Satisfaction

(.....) Kinerja Ekonomi
Economic Performance

(.....) Pengelolaan Emisi dan Energi
Emissions and Energy Management

(.....) Praktik Pengadaan
Procurement Practices

(.....) Kepegawaian
Employment

(.....) Keanekaragaman Hayati
Biodiversity

(.....) Pelatihan dan Pendidikan
Training and Education

(.....) Pengelolaan Air
Water Management

3. Mohon berikan komentar/saran/usulan bagi laporan ini.
Please provide comments, suggestions, and/or recommendations for this report.

.....

.....

.....

.....

Identitas Pemangku Kepentingan
Stakeholder Identification

Nama
Name : .....

Pekerjaan
Occupation : .....

Institusi/Perusahaan
Institution/Company : .....

Kontak (telepon, email)
Contact (telephone, email) : .....

Kategori Pemangku Kepentingan
- o Pemegang Saham
- o Karyawan
- o Pemberi Kerja
- o Mitra Kerja
- o Kreditur
- o Masyarakat
- o Regulator
- o Media
- o Lainnya.....

Stakeholder Categories
- o Shareholders
- o Employees
- o Employers
- o Business Partners
- o Creditors
- o Communities
- o Regulators
- o Media
- o Others.....

Saran dan tanggapan yang Anda berikan atas informasi yang disajikan dalam laporan ini mohon dikirimkan kepada:

Sekretaris Perusahaan
PT HUTAMA KARYA (Persero)
Jl. Letjen M.T. Haryono Kav. 8, RT. 12 RW. 11
Cawang, Kecamatan Jatinegara, Kota Jakarta Timur
Daerah Khusus Ibukota Jakarta 13340
Telp : (021) 8193708
Email : pthk@hutamakarya.com
Situs web www.hutamakarya.com

Suggestions and feedback provided regarding the information presented in this report may be submitted to:

Corporate Secretary
PT HUTAMA KARYA (Persero)
Jl. Letjen M.T. Haryono Kav. 8, RT. 12 RW. 11
Cawang, Kecamatan Jatinegara, Kota Jakarta Timur
Daerah Khusus Ibukota Jakarta 13340
Tel : (021) 8193708
Email : pthk@hutamakarya.com
Website www.hutamakarya.com

Tanggapan Terhadap Umpan Balik Laporan Keberlanjutan Tahun 2024 [OJK G.3]

Response to Sustainability Report Feedback for 2024

Sepanjang tahun 2025, Perseroan tidak menerima umpan balik atas Laporan Keberlanjutan tahun 2024 dari pemangku kepentingan. Oleh karenanya, Perseroan tidak memiliki tanggapan dari umpan balik.

Throughout 2025, the Company did not receive any feedback on the 2024 Sustainability Report from stakeholders. Accordingly, the Company has no response to such feedback.

Daftar Pengungkapan Sesuai Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 [OJK G.4]

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*) N/A : *Not Applicable*

Indeks Isi Consolidated Set of GRI Standard

GRI Standards Consolidated Content Index

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Sustainability Accounting Standard Board (SASB) Standards Engineering & Construction Services

TOPIC	METRIC	INDEX	JAWABAN ANSWER	HALAMAN PAGE
Environmental Impacts of Project Development	*Number of incidents of non-compliance with environmental permits, standards and regulations*	IF-EN-160a.1	Selama periode pelaporan, tercatat tidak ada pelanggaran yang terkait dengan regulasi lingkungan yang berlaku During the reporting period, no violations related to applicable environmental regulations were recorded	206
	Discussion of processes to assess and manage environmental risks associated with design, siting and construction	IF-EN-160a.2	Telah dijelaskan pada bagian Manajemen Risiko Atas Penerapan Pembangunan Berkelanjutan. This has been explained in the Risk Management section on the Implementation of Sustainable Development.	128-131
Structural Integrity & Safety	*Amount of defect- and safety-related rework costs*	IF-EN-250a.1	Atas komitmen Perseroan dalam mengevaluasi produk dan jasa, sehingga di tahun 2025 tidak terdapat biaya pekerjaan ulang (*rework*) yang disebabkan oleh cacat pekerjaan maupun insiden keselamatan selama periode pelaporan, serta tidak terdapat kerugian finansial yang timbul akibat proses hukum yang berkaitan dengan insiden cacat pekerjaan maupun keselamatan. As a result of the Company's commitment to evaluating its products and services, in 2025 there were no rework costs arising from defective work or safety incidents during the reporting period, and no financial losses were incurred as a result of legal proceedings related to such defective work or safety incidents.	202-203, 214-216
	Total amount of monetary losses as a result of legal proceedings associated with defect- and safety-related incidents	IF-EN-250a.2	Atas komitmen Perseroan dalam mengevaluasi produk dan jasa, sehingga di tahun 2025 tidak terdapat biaya pekerjaan ulang (*rework*) yang disebabkan oleh cacat pekerjaan maupun insiden keselamatan selama periode pelaporan, serta tidak terdapat kerugian finansial yang timbul akibat proses hukum yang berkaitan dengan insiden cacat pekerjaan maupun keselamatan. As a result of the Company's commitment to evaluating its products and services, in 2025 there were no rework costs arising from defective work or safety incidents during the reporting period, and no financial losses were incurred as a result of legal proceedings related to such defective work or safety incidents.	202-203, 214-216
Workforce Health & Safety	*(1) Total recordable incident rate (TRIR) and (2) fatality rate for (a) direct employees and (b) contract employees*	IF-EN-320a.1	TRIR: 0,002 Terkait *fatality* telah dijelaskan pada bagian Insiden TRIR: 0.002 Fatality has been explained in the Incidents section	202-204
Lifecycle Impacts of Buildings & Infrastructure	*Number of (1) commissioned projects certified to a third-party multi-attribute sustainability standard and (2) active projects seeking such certification*	IF-EN-410a.1	Selama periode pelaporan, Perseroan belum memiliki proyek yang telah memperoleh sertifikasi keberlanjutan dari pihak ketiga maupun proyek yang sedang dalam proses memperoleh sertifikasi tersebut. Penilaian kategori *Green Construction* dan Bangunan Gedung Hijau merupakan hasil penilaian oleh Perseroan. During the reporting period, the Company did not have any projects that have obtained sustainability certification from third parties, nor any projects currently in the process of obtaining such certification. The assessment of Green Construction and Green Building categories is conducted internally by Hutama Karya.	213-214

TOPIC	METRIC	INDEX	JAWABAN ANSWER	HALAMAN PAGE
	Discussion of process to incorporate operational-phase energy and water efficiency considerations into project planning and design	IF-EN-410a.2	Hutama Karya menerapkan inovasi keberlanjutan pada proyek Ruas Sigli–Banda Aceh dengan mengadopsi konsep *green construction*, yaitu metode pembangunan yang memperhatikan aspek lingkungan. Penerapan konsep ini dilakukan dengan memanfaatkan material yang tersedia di sekitar area pekerjaan, sehingga dapat mengurangi penggunaan material dari luar area, menekan emisi akibat transportasi, meningkatkan efisiensi biaya, serta meminimalkan dampak lingkungan selama proses konstruksi Hutama Karya applies sustainability innovation in the Sigli–Banda Aceh Section project by adopting the green construction concept, which is a construction method that considers environmental aspects. The implementation of this concept is carried out by utilizing materials available around the work area, thereby reducing the use of materials from outside the area, lowering transportation-related emissions, improving cost efficiency, and minimizing environmental impacts during the construction process	139-140
Climate Impacts of Business Mix	*Amount of backlog for (1) hydrocarbonrelated projects and (2) renewable energy projects*	IF-EN-410b.1		
	Amount of backlog cancellations associated with hydrocarbon-related projects	IF-EN-410b.2		
	Amount of backlog for non-energy projects associated with climate change mitigation	IF-EN-410b.3		
Business Ethics	*(1) Number of active projects and (2) backlog in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index*	IF-EN-510a.1	Selain itu, sepanjang tahun 2025, Perseroan tidak memiliki wilayah operasional yang berada di negara dengan tingkat risiko korupsi tinggi, sebagaimana tercermin dalam daftar 20 peringkat terendah pada *Transparency International's Corruption Perception Index* (CPI). In addition, throughout 2025, the Company did not operate in countries with high corruption risk levels, as reflected in the bottom 20 ranking of Transparency International's Corruption Perception Index (CPI).	148
	Total amount of monetary losses as a result of legal proceedings associated with charges of (1) bribery or corruption and (2) anti-competitive practices	IF-EN-510a.2	Selama periode pelaporan, Perseroan tidak menerima pengaduan terkait dugaan pelanggaran antikorupsi, baik yang dilakukan karyawan maupun mitra kerja, sehingga tidak terdapat kerugian finansial sebagai akibat dari proses hukum terkait korupsi. Perseroan juga tidak dihadapkan pada kasus hukum publik terkait dugaan korupsi yang melibatkan Perseroan. During the reporting period, the Company did not receive any complaints related to alleged anti-corruption violations, whether involving employees or business partners. Therefore, there were no financial losses resulting from legal proceedings related to corruption. The Company was also not involved in any public legal cases related to alleged corruption.	150
	Description of policies and practices for prevention of (1) bribery and corruption, and (2) anti-competitive behaviour in the project bidding processes	IF-EN-510a.3	Telah disampaikan pada bagian Anti Korupsi This has been disclosed in the Anti-Corruption section.	148
Activity Metric	*Number of active projects*	IF-EN-000.A	Rp91.700.719 juta IDR91,700,719 million	66-67
	Number of commissioned projects	IF-EN-000.B	Rpo30.020 Miliar IDR30,020 billion	66-67
	Total backlog	IF-EN-000.C	Rp61.679.775 juta IDR61,679,775 million	66-67

Tautan Standar GRI Dengan TPB
Linkage of GRI Standards with SDGs

Hutama Karya berkomitmen untuk terus berkontribusi pada pencapaian Tujuan Pembangunan Berkelanjutan (TPB)/*Sustainable Development Goals* (SDGs). Komitmen tersebut tercermin melalui pemetaan program dan kegiatan Perseroan terhadap GRI Standard dan SDGs, yang disusun berdasarkan panduan *SDG Compass* yang diterbitkan oleh GRI, *United Nations Global Compact*, dan *World Business Council for Sustainable Development* (WBCSD), sebagai berikut:

Hutama Karya is committed to continuously contributing to the achievement of the Sustainable Development Goals (SDGs). This commitment is reflected through the mapping of the Company's programs and activities against the GRI Standards and the SDGs, which is prepared based on the SDG Compass guidelines issued by the Global Reporting Initiative (GRI), the United Nations Global Compact, and the World Business Council for Sustainable Development (WBCSD), as follows:

Logo	Tujuan Goals	Relevansi GRI Standard GRI Standard Relevance	Disclosure	Judul Indikator Indicator Title
	Mengakhiri kemiskinan dalam segala bentuk di mana pun. End poverty in all its forms everywhere.			
	Mengakhiri kelaparan, mencapai ketahanan pangan, memperbaiki nutrisi, dan mempromosikan pertanian yang berkelanjutan. End hunger, achieve food security, improve nutrition, and promote sustainable agriculture.			
	Menjamin kehidupan yang sehat dan mendorong kesejahteraan bagi semua orang di segala usia. Ensure healthy lives and promote well-being for all at all ages.	GRI 401: Kepegawaian 2016 GRI 401: Employment 2016	401-2	Tunjangan yang diberikan kepada karyawan tetap yang tidak diberikan kepada karyawan sementara atau paruh waktu Benefits provided to permanent employees that are not provided to temporary or part-time employees
		GRI 403: Kesehatan dan Keselamatan Kerja 2018 GRI 403: Occupational Health and Safety 2018	403-6	Peningkatan kualitas kesehatan kerja Improvement of occupational health quality
			403-9	Kecelakaan kerja Work-related accidents
			403-10	Penyakit akibat kerja Occupational diseases
		GRI 305: Emisi 2016 GRI 305: Emissions 2016	305-1	Emisi GRK Langsung (Cakupan 1) Direct GHG emissions (Scope 1)
			305-2	Energi tidak langsung (Cakupan 2) Emisi GRK Indirect energy (Scope 2) GHG emissions
			305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect GHG emissions (Scope 3)
			305-6	Emisi zat perusak ozon (BPO) Ozone-depleting substances (ODS) emissions
			305-7	Nitrogen oksida (NOx), sulfur oksida (SOx), dan emisi udara signifikan lainnya Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions
	Menjamin kualitas pendidikan yang inklusif dan merata serta meningkatkan kesempatan belajar sepanjang hayat untuk semua pada tahun 2030. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all by 2030.	GRI 404: Pelatihan dan Pendidikan 2016 GRI 404: Training and Education 2016	404-1	Rata-rata jam pelatihan per tahun per karyawan Average training hours per year per employee

Logo	Tujuan Goals	Relevansi GRI Standard GRI Standard Relevance	Disclosure	Judul Indikator Indicator Title
	Mencapai kesetaraan gender dan memberdayakan semua perempuan dan anak perempuan. Achieve gender equality and empower all women and girls.	GRI 2: Pengungkapan Umum 2021 GRI 2: General Disclosures 2021	2-9	Struktur dan komposisi tata kelola Governance structure and composition
			2-10	Nominasi dan pemilihan badan tata kelola tertinggi Nomination and selection of the highest governance body
		GRI 401: Kepegawaian 2016 GRI 401: Employment 2016	401-2	Tunjangan yang diberikan kepada karyawan tetap yang tidak diberikan kepada karyawan sementara atau paruh waktu Benefits provided to permanent employees that are not provided to temporary or part-time employees
			401-3	Cuti Melahirkan Maternity leave
		GRI 404: Pelatihan dan Pendidikan 2016 GRI 404: Training and Education 2016	404-3	Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karir Percentage of employees receiving regular performance and career development reviews
	Memastikan masyarakat mencapai akses universal air bersih dan sanitasi. Ensure universal access to clean water and sanitation.	GRI 303: Air dan Efluen 2018 GRI 303: Water and Effluents 2018	303-1	Interaksi dengan air sebagai sumber daya bersama Interaction with water as a shared resource
			303-2	Pengelolaan dampak terkait pelepasan air Management of water discharge-related impacts
			303-4	Debit air Water withdrawal
			303-5	Konsumsi air Water consumption
	Menjamin akses energi yang terjangkau, andal, berkelanjutan, dan modern untuk semua lapisan masyarakat. Ensure access to affordable, reliable, sustainable, and modern energy for all segments of society.	GRI 302: Energi 2016 GRI 302: Energy 2016	302-1	Konsumsi energi di dalam organisasi Energy consumption within the organization
			302-2	Konsumsi energi di luar organisasi Energy consumption outside the organization
			302-3	Intensitas energi Energy intensity
			302-4	Reduksi konsumsi energi Reduction of energy consumption
			302-5	Pengurangan kebutuhan energi dari produk dan jasa Reduction of energy requirements of products and services
	Berusaha meningkatkan pertumbuhan ekonomi yang inklusif dan berkelanjutan, kesempatan kerja yang produktif dan menyeluruh serta pekerjaan yang layak untuk semua. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.	GRI 2: Pengungkapan Umum 2021 GRI 2: General Disclosures 2021	2-7	Karyawan Employees
			2-30	Perjanjian kerja bersama Collective bargaining agreements
		GRI 201: Kinerja Ekonomi 2016 GRI 201: Economic Performance 2016	201-1	Nilai ekonomi langsung yang dihasilkan dan didistribusikan Direct economic value generated and distributed
		GRI 404: Pelatihan dan Pendidikan 2016 GRI 404: Training and Education 2016	404-1	Rata-rata jam pelatihan per tahun per karyawan Average training hours per year per employee
			404-2	Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan Programs for upgrading employee skills and transition assistance programs
			404-3	Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karir Percentage of employees receiving regular performance and career development reviews

Logo	Tujuan Goals	Relevansi GRI Standard GRI Standard Relevance	Disclosure	Judul Indikator Indicator Title
		GRI 204: Praktik Pengadaan 2016 GRI 204: Procurement Practices 2016	204-1	Proporsi pengeluaran untuk pemasok lokal Proportion of spending on local suppliers
		GRI 302: Energi 2016 GRI 302: Energy 2016	302-1	Konsumsi energi di dalam organisasi Energy consumption within the organization
			302-2	Konsumsi energi di luar organisasi Energy consumption outside the organization
			302-3	Intensitas energi Energy intensity
			302-4	Reduksi konsumsi energi Reduction of energy consumption
			302-5	Pengurangan kebutuhan energi dari produk dan jasa Reduction of energy requirements of products and services
		GRI 401: Kepegawaian 2016 GRI 401: Employment 2016	401-1	Perekrutan karyawan baru dan perputaran karyawan Employee recruitment and employee turnover
			401-2	Tunjangan yang diberikan kepada karyawan tetap yang tidak diberikan kepada karyawan sementara atau paruh waktu Benefits provided to permanent employees that are not provided to temporary or part-time employees
			401-3	Cuti Melahirkan Maternity leave
		GRI 405: Keberagaman dan Kesetaraan Kesempatan 2016 GRI 405: Diversity and Equal Opportunity 2016	405-1	Keberagaman badan tata kelola dan karyawan Diversity of governance bodies and employees
			405-2	Rasio gaji pokok dan remunerasi perempuan terhadap laki-laki Ratio of basic salary and remuneration of women to men
		GRI 403: Kesehatan dan Keselamatan Kerja 2018 GRI 403: Occupational Health and Safety 2018	403-1	Sistem manajemen kesehatan dan keselamatan kerja Occupational health and safety management system
			403-2	Identifikasi bahaya, penilaian risiko, dan investigasi insiden Hazard identification, risk assessment, and incident investigation
			403-3	Layanan kesehatan kerja Occupational health services
			403-4	Partisipasi pekerja, konsultasi, dan komunikasi tentang kesehatan dan keselamatan kerja Worker participation, consultation, and communication on occupational health and safety
			403-5	Pelatihan pekerja tentang kesehatan dan keselamatan kerja Worker training on occupational health and safety
			403-7	Pencegahan dan mitigasi dampak-dampak keselamatan dan kesehatan kerja yang secara langsung terkait dengan hubungan bisnis Prevention and mitigation of occupational health and safety impacts directly linked to business relationships

Logo	Tujuan Goals	Relevansi GRI Standard GRI Standard Relevance	Disclosure	Judul Indikator Indicator Title
			403-8	Pekerja yang tercakup dalam sistem manajemen keselamatan dan kesehatan kerja Workers covered by the occupational health and safety management system
			403-9	Kecelakaan kerja Work-related accidents
			403-10	Penyakit akibat kerja Occupational diseases
	Membangun infrastruktur yang tangguh, meningkatkan industri inklusif dan berkelanjutan, serta mendorong inovasi. Build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.	GRI 201: Kinerja Ekonomi 2016 GRI 201: Economic Performance 2016	201-1	Nilai ekonomi langsung yang dihasilkan dan didistribusikan Direct economic value generated and distributed
	Mengurangi Kesenjangan Intra dan Antar Negara Reduce inequality within and among countries	GRI 2: Pengungkapan Umum 2021 GRI 2: General Disclosures 2021	2-7	Karyawan Employees
		GRI 404: Pelatihan dan Pendidikan 2016 GRI 404: Training and Education 2016	404-1	Rata-rata jam pelatihan per tahun per karyawan Average training hours per year per employee
			404-3	Persentase karyawan yang menerima tinjauan rutin terhadap kinerja dan pengembangan karir Percentage of employees receiving regular performance and career development reviews
	Menjadikan kota dan pemukiman inklusif, aman, tangguh dan berkelanjutan Make cities and human settlements inclusive, safe, resilient, and sustainable			
	Menjamin pola produksi dan konsumsi yang bertanggungjawab Ensure responsible consumption and production patterns	GRI 302: Energi 2016 GRI 302: Energy 2016	302-1	Konsumsi energi di dalam organisasi Energy consumption within the organization
			302-2	Konsumsi energi di luar organisasi Energy consumption outside the organization
			302-3	Intensitas energi Energy intensity
			302-4	Reduksi konsumsi energi Reduction of energy consumption
			302-5	Pengurangan kebutuhan energi dari produk dan jasa Reduction of energy requirements of products and services
		GRI 303: Air dan Efluen 2018 GRI 303: Water and Effluents 2018	303-1	Interaksi dengan air sebagai sumber daya bersama Interaction with water as a shared resource
		GRI 305: Emisi 2016 GRI 305: Emissions 2016	305-1	Emisi GRK Langsung (Cakupan 1) Direct GHG emissions (Scope 1)
			305-2	Energi tidak langsung (Cakupan 2) Emisi GRK Indirect energy (Scope 2) GHG emissions
			305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect GHG emissions (Scope 3)
			305-6	Emisi zat perusak ozon (BPO) Ozone-depleting substances (ODS) emissions
			305-7	Nitrogen oksida (NOx), sulfur oksida (SOx), dan emisi udara signifikan lainnya Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions

Logo	Tujuan Goals	Relevansi GRI Standard GRI Standard Relevance	Disclosure	Judul Indikator Indicator Title
	Mengambil aksi segera untuk memerangi perubahan iklim dan dampaknya karena perubahan iklim adalah tantangan global yang memengaruhi setiap orang. Take urgent action to combat climate change and its impacts, as climate change is a global challenge that affects everyone.	GRI 201: Kinerja Ekonomi 2016 GRI 201: Economic Performance 2016	201-2	Implikasi finansial serta risiko dan peluang lain akibat perubahan iklim Financial implications and other risks and opportunities due to climate change
		GRI 302: Energi 2016 GRI 302: Energy 2016	302-1	Konsumsi energi di dalam organisasi Energy consumption within the organization
			302-2	Konsumsi energi di luar organisasi Energy consumption outside the organization
			302-3	Intensitas energi Energy intensity
			302-4	Reduksi konsumsi energi Reduction of energy consumption
			302-5	Pengurangan kebutuhan energi dari produk dan jasa Reduction of energy requirements of products and services
		GRI 305: Emisi 2016 GRI 305: Emissions 2016	305-1	Emisi GRK Langsung (Cakupan 1) Direct GHG emissions (Scope 1)
			305-2	Energi tidak langsung (Cakupan 2) Emisi GRK Indirect energy (Scope 2) GHG emissions
			305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect GHG emissions (Scope 3)
			305-4	Intensitas Emisi GRK GHG emissions intensity
			305-5	Pengurangan emisi GRK Reduction of GHG emissions
	Melestarikan dan memanfaatkan secara berkelanjutan sumber daya kelautan dan samudera untuk pembangunan berkelanjutan Conserve and sustainably use the oceans, seas, and marine resources for sustainable development	GRI 305: Emisi 2016 GRI 305: Emissions 2016	305-1	Emisi GRK Langsung (Cakupan 1) Direct GHG emissions (Scope 1)
			305-2	Energi tidak langsung (Cakupan 2) Emisi GRK Indirect energy (Scope 2) GHG emissions
			305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect GHG emissions (Scope 3)
			305-4	Intensitas Emisi GRK GHG emissions intensity
			305-5	Pengurangan emisi GRK Reduction of GHG emissions
			305-7	Nitrogen oksida (NOx), sulfur oksida (SOx), dan emisi udara signifikan lainnya Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions
	Melindungi, Merestorasi dan Meningkatkan Pemanfaatan Berkelanjutan Ekosistem Daratan, Mengelola Hutan Secara Lestari, Menghentikan Penggurunan, Memulihkan Degradasi lahan, serta Menghentikan Kehilangan Keanekaragaman Hayati Protect, restore, and promote the sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, restore degraded land, and halt biodiversity loss	GRI 101: Keanekaragaman Hayati GRI 101: Biodiversity	101-1	Kebijakan untuk menghentikan dan mengembalikan hilangnya keanekaragaman hayati Policies to halt and reverse biodiversity loss
			101-2	Manajemen dampak keanekaragaman hayati Biodiversity impact management
			101-3	Akses dan berbagi manfaat Access and benefit sharing
			101-4	Identifikasi dampak keanekaragaman hayati Identification of biodiversity impacts
			101-5	Lokasi yang memiliki dampak keanekaragaman hayati Locations with biodiversity impacts
			101-6	Pemicu langsung hilangnya keanekaragaman hayati Direct drivers of biodiversity loss

Logo	Tujuan Goals	Relevansi GRI Standard GRI Standard Relevance	Disclosure	Judul Indikator Indicator Title
			101-7	Perubahan kondisi keanekaragaman hayati Changes in the state of biodiversity
			101-8	Layanan ekosistem Ecosystem services
		GRI 305: Emisi 2016 GRI 305: Emissions 2016	305-1	Emisi GRK Langsung (Cakupan 1) Direct GHG emissions (Scope 1)
			305-2	Energi tidak langsung (Cakupan 2) Emisi GRK Indirect energy (Scope 2) GHG emissions
			305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect GHG emissions (Scope 3)
			305-4	Intensitas Emisi GRK GHG emissions intensity
			305-5	Pengurangan emisi GRK Reduction of GHG emissions
			305-7	Nitrogen oksida (NOx), sulfur oksida (SOx), dan emisi udara signifikan lainnya Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions
	Menguatkan Masyarakat yang Inklusif dan Damai untuk Pembangunan Berkelanjutan, Menyediakan Akses Keadilan untuk Semua, dan Membangun Kelembagaan yang Efektif, Akuntabel, dan Inklusif di Semua Tingkatan Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels	GRI 2: Pengungkapan Umum 2021 GRI 2: General Disclosures 2021	2-10	Nominasi dan pemilihan badan tata kelola tertinggi Nomination and selection of the highest governance body
			2-11	Ketua badan tata kelola tertinggi Chair of the highest governance body
			2-15	Benturan kepentingan Conflicts of interest
			2-16	Komunikasi hal-hal penting Communication of critical concerns
			2-25	Proses untuk memulihkan dampak negatif Processes to remediate negative impacts
			2-29	Pendekatan keterlibatan pemangku kepentingan Stakeholder engagement approach
		GRI 403: Kesehatan dan Keselamatan Kerja 2018 GRI 403: Occupational Health and Safety 2018	403-4	Partisipasi pekerja, konsultasi, dan komunikasi tentang kesehatan dan keselamatan kerja Worker participation, consultation, and communication on occupational health and safety
			403-9	Kecelakaan kerja Work-related accidents
			403-10	Penyakit akibat kerja Occupational diseases
		GRI 205: Anti Korupsi 2016 GRI 205: Anti-corruption 2016	205-1	Operasi-operasi yang dinilai memiliki risiko terkait korupsi Operations assessed for risks related to corruption
			205-2	Komunikasi dan pelatihan tentang kebijakan dan prosedur anti korupsi Communication and training on anti-corruption policies and procedures
			205-3	Insiden korupsi yang terbukti dan tindakan yang diambil Confirmed incidents of corruption and actions taken
	Menguatkan Sarana Pelaksanaan dan Merevitalisasi Kemitraan Global untuk Pembangunan Berkelanjutan Strengthen the means of implementation and revitalize the global partnership for sustainable development			

2025

Laporan Keberlanjutan
Sustainability Report



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